



**University of Wisconsin System
Response to September 2004 Legislative Audit Bureau
Recommendations on UW System Staffing**

February 1, 2005

Report Highlights

- The report identifies 225 administrative position reductions and more than 250 efficiency measures that will provide an estimated annual savings of \$15 million (see especially pages 3, 8, and the Appendix).
- UW System President Kevin Reilly is implementing several administrative and organizational changes that will save an estimated \$2.1 million annually. Efficiencies include eliminating positions and units within System administration and recommending to the Board of Regents that UW Colleges and UW-Extension report to a single chancellor (pages 1-2).
- The UW System's undergraduate instructional cost per student (CPS) model is a reliable representation of what it costs UW institutions to educate students (page 5).
- The UW System is increasing its effectiveness and efficiency in academic services, while enrollments are up and the number of faculty is down, reducing the average credits to degree from 145 to 136, which represents savings of more than 168,000 student credit hours, equivalent to opening up more than 11,000 FTE enrollments (page 7).
- The UW System is encouraging faculty entrepreneurship through more than 100 marketplace discoveries disclosed through WiSys, a Systemwide non-profit foundation (page 7).
- Examples of efficiencies achieved through common administrative functions include:
 - An electronic application that automatically updates student accounts and eliminates manual updating – online applications have grown from 7,331 in 1997-98 to 104,738 in 2003-04 (page 9).
 - An electronic library that all UW institutions can share (page 9).
- The Board of Regents' 2005-07 biennial budget request recommends a number of strategies that would require legislative assistance to improve the UW System's operating efficiency and save more than \$21.6 million annually. An example is:
 - Saving as much as \$20 million annually by streamlining the capital building process to avoid inflation and other process-related costs (pages 9-10).

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I. Introduction

The University of Wisconsin System submits this report in response to the Legislative Audit Bureau's September 2004 recommendation that "UW System report to the Joint Legislative Audit Committee by February 1, 2005, on its administrative staffing and service delivery costs by institution and provide specific proposals to reduce administrative expenditures and increase operating efficiencies in the 2005-07 biennium." Efficiencies are the primary emphasis of this document. The report addresses: UW System President's initiatives, administrative staffing, service delivery cost issues, and academic and administrative initiatives for improving operating efficiency. This report also includes a brief update in response to the three other recommendations contained in the LAB report.

II. UW System President's Initiatives

I remain confident that ours is the most administratively efficient public higher education system in the nation. Nevertheless, we can never lose sight of our goal to be as resourceful as possible, while at the same time maintaining our effectiveness in service to our students, the UW institutions, and the State of Wisconsin.

In this regard, I have devoted much of my initial five months as president toward strategically aligning administrative structures and personnel to best meet the demands on the UW System's teaching, research, and public service missions. Reducing administrative costs is a means, not an end, and if we simply reduce costs without being attentive to service and mission, then we will have failed.

I am also aware of the significance of leading by example. I began by eliminating the UW System President's Inaugural event, and the first of our restructuring studies focused primarily on administration and services at UW System Administration. This study, along with a much broader analysis of consolidating administrative functions between the UW Colleges and UW-Extension, have prompted me to put forward the following strategies and savings:

UW System Administration

- Eliminate a vice president for university relations.
- Eliminate a state relations position.
- Restructure university relations functions.
- Convert an associate vice president for policy analysis and research to an assistant vice president.
- Change a senior vice president for administration to an executive vice president.
- Eliminate the market research unit.

TOTAL estimated annual savings: \$650,000

UW Colleges and UW-Extension

- Propose to the Board of Regents in February 2005 that there be a single chancellor for the two institutions.
- Finalize a study that identifies cost savings and efficiencies to be achieved through consolidating the central administrative offices of UW Colleges and UW-Extension.

- Direct UW Colleges and UW-Extension to move forward on consolidating administrative services while the search for a single chancellor proceeds, pending Regent approval.
- Require UW System Administration to study selected administrative services that could be consolidated with UW Colleges and UW-Extension.

TOTAL estimated annual savings: \$1,500,000*

TOTAL of all savings from these initiatives: \$2,150,000 annually

Additional administrative restructuring will be accomplished in the future, with savings reallocated to instruction and other direct services to students, faculty, and the communities we serve. In all that we do, we will remain committed to adding value to the teaching, research, and public service missions of our institutions, to fueling the state's economy, and to strengthening Wisconsin's quality of life.

III. Administrative Staffing

In slightly more than a generation, state tax support for the University of Wisconsin System has gone from almost 50 percent of the total UW System budget (1973) to slightly above 25 percent (2004-05). Over the past 15 years, the UW System has reduced the number of staff positions funded with state tax dollars, while increasing the number of non-state-funded positions. In the 2003-05 biennium, the university sustained a \$250 million cut, the largest in its history, following a \$50 million cut the previous year. Since staffing costs represent 75 to 80 percent of UW System's operating costs, these types of funding reductions have a significant impact, not only on our staffing, but also on our service to students.

Detailed information about recent UW System staffing reductions, and the role of administrative positions, follows.

A. Staffing Reductions

To manage state funding cuts while satisfying increased demand for our services, the UW System has made major changes in its operations and service delivery, including reductions in administrative staff. Table 1 is a summary of the approximately 225 administrative positions UW institutions have eliminated in the past few years alone, the majority in response to state funding reductions. Included in this number were several senior management positions at the campus level, including an Assistant Chancellor for Administration, Assistant Chancellor for Advancement, Assistant Vice Chancellor for Information Services, Assistant Vice Chancellor for Enrollment Management, and Assistant Vice Chancellor for Library. In some cases, their duties were re-assigned to several individuals, with the tasks being performed at a reduced level. Total annual savings from position reductions are approximately \$13.7 million.

* From Dr. David J. Ward's report on "Opportunities for Consolidation of Administration Between the UW Colleges and UW-Extension," January 14, 2005. Additional savings will accrue from undertaking only one chancellor search and from progress on consolidating administrative services.

**Table 1: UW System Institution-Eliminated Administrative Positions
and Associated Annual Salary and Fringe Benefit Reductions**

POSITION LEVEL	PRE-FY 2003		FY 2003		FY 2004		FY 2005		TOTAL SAVINGS
	#	\$	#	\$	#	\$	#	\$*	
Executive	4.0	437,668	1.0	156,000	6.5	786,317	1	141,350	1,521,335
Mgt.	9.5	950,942	6.5	555,269	25.6	2,262,316	6	558,008	4,326,535
Support	22.0	1,017,098	49.1	2,446,301	92.0	4,157,067	4	191,881	7,812,347
Total	35.5	\$2,405,708	56.6	\$3,157,570	123.1	7,205,700	11	\$891,239	\$13,660,217

*Projected through end of fiscal year.

In many cases, eliminating administrative positions had an impact on students and faculty. Some examples of the impact of these reductions on various UW institutions include:

Student Services:

- Reduced academic and career counseling services.
- Backlog in processing student applications, especially transfers.
- Reduced access to student computer labs due to shorter operating hours.
- Less time spent recruiting non-resident students, who pay more than the cost of their education and thereby subsidize resident students.
- Slower responses to student registration, records, and financial aid requests.

Academic Support:

- Reduced library hours and access.
- Reduced outreach to adult learners and services to Extended Degree students.
- Fewer technology initiatives to support faculty in the classroom.
- Reduced ability to recruit and support international students.
- Less support for faculty research assessment and research design, reducing the chance of having faculty work published or grants funded.
- Reduced technical support for distance education programs.

Institutional Support:

- Reduced ability to manage risk and liability issues.
- Slower processing of orders, bidding, and purchasing responsibilities.
- Inability to complete routine campus audits and management reviews.
- Reduced cashiering services.
- Reduced service quality for conference center program attendees and visitors.
- Lessened ability to secure outside funding and support to partially offset cuts in state funding.

We will continue making changes based on careful analysis to minimize the negative impact of administrative cost reductions.

B. Educational Role

The UW System's framework for considering administrative staffing is somewhat different from LAB's. The LAB report indicated that the UW System had 31,972 filled positions at the time of the March 2004 payroll. Using its own method of classification, LAB identified 8,038 administrative positions, which represented approximately 25 percent of all UW System staff and 15 percent of UW System operating expenditures.

Two aspects of the LAB methodology warrant further clarification. First, the vast majority of the identified positions are not upper-management positions; and second, even positions with administrative titles frequently perform educational functions. A few examples:

- *Core mission* – LAB included positions from admissions, student affairs, career planning, counseling, financial aid, university housing, and other core student services directly related to the UW System's educational mission. This approach categorizes many positions that provide direct services to students as administrative, and in that regard varies from standard practice at universities around the country. Creating the educational environment students have come to expect requires that we offer and deliver services away from the classroom that are essential in the day-to-day lives of our student constituents.
- *Clerical positions* – LAB included 3,515 program assistant (clerical and secretarial) positions, representing nearly 44 percent of all identified administrative positions. Program assistants often provide direct services to students and faculty. They may coordinate guest speakers or student conferences; support faculty use of technology; or assist students who are gathering information about program options, completing academic forms, or assembling portfolios.
- *Supervisors* – Supervisory staff, defined as administrative by the LAB methodology, also perform non-administrative functions. For example, financial aid directors at the smaller campuses work directly with students during the application process. Other "administrative" staff also work directly with students, such as the assistant dean at one campus, who teaches a class and advises students.

While the definition of administrative staff is a subject for continued discussion, the UW System remains committed to working with LAB, the Legislative Fiscal Bureau, and the state Department of Administration to develop a practical reporting model for all UW System positions.

IV. Service Delivery Costs

The LAB report discusses the variation in operating costs across the UW institutions. The UW System is continually striving to analyze operating costs with an eye toward efficiency. The UW System's Cost Per Student (CPS) model has been in use since 1971, and in the past six months, both LAB and UW-Green Bay have provided alternative models:

- *LAB model* – LAB calculated that operating costs per full-time-equivalent (FTE) student ranged from \$8,981 to \$28,659 for 2002-03. The LAB model essentially divided the campuses’ annual expenditures by the number of FTE students, excluding all research expenditures, student loans, and the UW-Madison Athletic Department. LAB included all other campus costs, including expenditures for housing, parking, and other activities that are not supported by state funds or tuition. These other activities can distort student-cost comparisons among the UW institutions.
- *UW-Green Bay model* – The UW-Green Bay model, “Instructional Funding per Student,” combines tuition, student fees, and general purpose revenue (GPR) and divides that total by the number of FTE students. It shows a range of \$6,521 to \$18,010 in funding per student for 2003-04. This model, too, has its shortcomings, because it includes state support for functions not directly related to instructing students, such as research and public service.
- *UW System model* – The UW System’s CPS model measures the costs of educating students and excludes non-instructional programs. The CPS is a complex calculation that takes into account student grade levels – freshman and sophomore, junior and senior, graduate, doctorate, law, medical, and veterinary. The model uses the GPR/fee budget. It excludes program revenue, auxiliary enterprises, public service, farm operations, research, and financial aid. The majority of institutional support and physical plant costs are included, as they relate to the educational mission of the university. Table 2 shows cost per undergraduate student for the doctoral and comprehensive institutions and UW Colleges, using the CPS model.

**Table 2: University of Wisconsin System
Undergraduate Instructional Cost Per Student**

UW INSTITUTION	2002-03	2003-04	2004-05
<u>Doctoral Cluster</u>			
Madison	\$9,593	\$9,566	\$10,060
Milwaukee	9,180	8,911	8,782
<u>University Cluster</u>			
Eau Claire	7,813	7,556	8,076
Green Bay	8,074	7,944	8,327
La Crosse	7,410	7,276	7,955
Oshkosh	7,563	7,303	7,614
Parkside	9,260	8,989	9,440
Platteville	8,781	8,335	8,643
River Falls	7,871	7,709	8,249
Stevens Point	8,051	7,944	8,397
Stout	8,310	8,002	8,735
Superior	9,924	9,506	10,172
Whitewater	7,403	7,223	7,518
<u>Colleges</u>	6,677	6,454	7,002

This model is used consistently in the negotiations on the Minnesota Reciprocity Agreement, as well as by the Legislative Fiscal Bureau in its budget analysis. As the table shows, the CPS model results in a substantially narrower range in cost per student across UW institutions than the other models, \$7,002 to \$10,172 in 2004-05. The detail and complexity of this model enable it to best represent the true cost of instructing students at UW institutions.

Regardless of which model is applied, cost-per-student differences can be attributed to several factors. Some examples are:

- *Economies of scale* – Each institution has certain fixed costs regardless of its size; therefore, institutions with smaller enrollments are likely to have a higher cost per student.
- *Differences in instructional levels* – Institutions with more FTEs enrolled at the junior and senior levels may have a higher cost per student than institutions with more freshman and sophomore enrollments.
- *Programmatic differences* – The programs an institution offers affect its cost per student. An institution offering engineering or nursing may have higher costs than those offering more liberal arts programming.
- *Changes in GPR or fee funding* – Changes to an institution's funding levels for specific programming, student-supported differential tuition levels, and other initiatives result in changes to its cost per student.

The UW System is regularly monitoring the operating and instructional costs at its institutions, identifying and analyzing the reasons for any significant differences.

V. Improving Operating Efficiencies and Reducing Administrative Expenditures

We continually evaluate the way we do business, reviewing all aspects of the university's operations, from academic programs to administrative systems. UW System enrollment continued to grow due to demand during our 2003-2005 budget cuts. We continue to look for new ways to improve our processes as we fine tune our existing operations. This section of our report provides an overview of some of our efficiency initiatives, in both academic and administrative areas, and also describes items in our budget request that can improve efficiency.

A. Academic Initiatives

Examples of efforts to improve academic efficiency include:

- *Expanded learning opportunities through distance education* – More than 900 courses are offered systemwide, with more than 23,000 students participating. Many of our distance education programs offer online degrees in high-demand areas, such as nursing and business administration. Distance education courses enable place-bound students to avoid the costs of commuting to a campus, or losing time at work, as they pursue their degrees.

- *Collaborative programs* – Collaborative course offerings among UW institutions have grown significantly. For example, the UW System Collaborative Language Program provides critical language instruction at UW institutions currently unable to support these offerings on their own; eight institutions participated in 2003-04, and enrollment has grown from 98 students in fall 1998, to more than 240 students in fall 2003. In another instance, the Internet Business Consortium MBA Program, shared by four UW institutions, has served more than 1,800 students since 1998.
- *Retention and graduation* – Since the early 1990s, the UW System’s retention and graduation rates have been approximately five percentage points above the national average. Retention to the second year is a strong predictor of college completion. UW System completion rates have increased over the past decade, with the biggest gains occurring in the proportion of freshmen graduating within four years, rather than five or six. As more students finish within four years, they pay tuition for fewer semesters and improve access to the university by freeing up space for other students.
- *Credits to degree* – In 1995, the UW Board of Regents recognized that many students were taking credits in excess of program requirements, affecting the total number of students the university can enroll. The average number of credits students earned before obtaining a bachelor’s degree was 145 in 1993-94. Average credits to degree had decreased to 136 by 2003-04. The average reduction of nine credits represents a savings of more than 168,000 student credit hours, equivalent to opening up more than 11,000 FTE enrollments.
- *UW-Milwaukee (UWM) College Connection* – A collaborative bachelor’s degree program that involves UW-Milwaukee and participating UW Colleges campuses, the UWM College Connection is structured so students can earn their bachelor’s degrees from UW-Milwaukee without ever leaving their UW Colleges campus. Students do not need to travel or relocate, and UW-Milwaukee saves classroom space for use by on-campus students.
- *WiSys Technology Foundation* – The non-profit WiSys Foundation works to bring to the marketplace discoveries from all UW System institutions, in the same way that the Wisconsin Alumni Research Foundation serves UW-Madison. This foundation exemplifies the entrepreneurial spirit of our UW institutions. UW System institutions have made over 100 disclosures through WiSys, illustrating the significant research that occurs beyond the Madison campus.
- *Transfer of credits* – The UW System and the Wisconsin Technical College System (WTCS) have been working collaboratively on transfer issues and have made significant progress on improving credit transfer opportunities. Examples of these enhancements include the number of WTCS general education credits eligible for transfer increasing from 25 to 30; WTCS occupational/technical courses becoming eligible for transfer on a course-to-course basis; and WTCS students earning the newly aligned Liberal Arts Associate Degree being allowed to transfer up to 72 credits and satisfy the general education requirements at any UW institution.

B. Administrative Initiatives

Individual UW institution and systemwide efforts have contributed to administrative efficiency:

1. Institution-Level Initiatives

UW institutions have identified more than 250 administrative efficiency projects that will result in total annual savings exceeding \$1.3 million. Automated degree and enrollment verification, centralized copying and printing operations, consolidation of library materials at fewer sites, and implementation of procurement cards are only a few examples of efficiency gains. Many of the initiatives involve streamlining business practices through the use of greater automation or technology. For example, online registration, advising, and grading systems have reduced operating costs, while improving both staff productivity and service quality.

The appendix provides more detail on some of the administrative efficiencies campuses are achieving. Many of the initiatives have been adopted at multiple UW institutions.

2. Systemwide Initiatives

The Board of Regents' 2004 "Charting a New Course for the UW System" study recommended internal operating processes, enhanced technologies, and statutory changes that would improve operating efficiencies. The report made 27 recommendations, many of which focus on efficiency, with the goals of maintaining access and affordability, maintaining quality, educating the state's citizenry, and stimulating economic development. Administrative areas that were identified as "targets of opportunity" for efficiency included management of: 1) funds associated with auxiliary operations, such as student unions; 2) human resources; 3) travel; 4) purchasing and contracts; 5) information technology; and 6) risk and liability. We have made progress in two of these areas, in particular, and expect to recognize savings and improved efficiency in the coming year:

- *Purchasing and contract management* – The UW System is increasing its use of strategic sourcing to leverage the purchasing power of UW System institutions. Strategic sourcing is a business practice that has resulted in significant cost savings for many organizations. A UW System paper, prepared in 2004, identifies the components of a successful strategic sourcing initiative and serves as a preliminary step for identifying opportunities to improve the UW's procurement process.

We have reactivated the UW Purchasing Council, a group that represents purchasing directors from UW institutions and UW System. The council's plans include: 1) annually identifying new opportunities for developing common procurement initiatives across the UW System; 2) identifying procurement business processes that can be improved, such as streamlining contract forms and processes; 3) improving the collection and use of procurement data; and 4) identifying opportunities to share procurement resources between UW-Madison and other UW System institutions.

- *Risk management* – The UW System has been exploring the formation of an insurance captive as a method to expand coverage and, in the long term, potentially reduce the cost of insurance premiums to the university, which are currently more than \$10 million a year. This method can also help more proactively address areas of risk. Seven of the Big Ten universities use this tool to manage their risk financing. The UW System is teaming with the Department of Administration and other state agencies to conduct a feasibility study.

UW System supports reviewing a range of common administrative functions to determine whether the services could most efficiently be provided by individual institutions, by UW System, or through regional or other types of coalitions. Areas in which we are already making changes include:

- *Online application process* – Students can apply online and submit an electronic application to multiple UW institutions. The electronic application also automatically updates student accounts, eliminating manual updating. The number of electronic applications submitted increased from 7,331 in the 1997-98 application cycle to 104,738 in 2003-04.
- *One course management system (Desire2Learn initiative)* – UW System selected one common course management system, which reduced the number of software systems used throughout UW System. Desire2Learn allows students who may take courses from multiple institutions to be served without having to learn multiple systems, and using a common system reduces administrative support costs.
- *Library system* – All UW libraries use the same catalog system software, and have created an electronic library that all UW System institutions can share.
- *Shared administrative systems* – Since the mid-1990s, there has been a concerted effort to adopt common systems among the UW institutions, such as the Shared Financials System and the Student Administration System.

Ideas for restructuring additional functions could lead to cost savings in such areas as data warehousing, architecture, engineering, telecommunications, human resources, accounting, and audit. UW System will work with the UW institutions and the state Department of Administration to review these and other options for savings or greater efficiency. As part of this process, university provosts and chief business officers are also identifying principles for an overall administrative cost reduction plan.

C. Initiatives that Require Legislative Assistance

Several items in the UW System's 2005-07 biennial budget request can improve efficiency, with potential annual savings of \$21.6 million. For example:

- *Capital budget* – The State of Wisconsin could save as much as \$400 million over a 20-year period (\$20 million annually) by streamlining the capital building process to avoid inflation and other process-related costs. The types of changes needed, such as eliminating the enumeration requirement for cash-funded projects and allowing flexible bidding and project

management processes, will require administrative and statutory changes and approval by the Governor and the Legislature.

- *Procurement process flexibility* – UW institutions could save as much as \$600,000 per year if the Department of Administration (DOA) allowed all UW institutions to purchase office supplies through a contract developed by the Big Ten universities' Committee on Institutional Cooperation Purchasing Consortium (CICPC). DOA has allowed only UW-Madison to use the consortium contract; our biennial budget request would give us the ability to use CICPC contracts for additional UW institutions. Discussions are underway with DOA to determine how the university can best save money in this area through participation in such consortia and/or cooperation in statewide initiatives.
- *Assumption of cash management and investment responsibilities* – By using longer-term and more diversified investments, we could increase our investment returns by \$1 million annually. The UW System would reimburse the state for the interest it now earns.

We will be seeking legislative assistance and approval for these initiatives and others included in our 2005-07 biennial budget request.

VI. Other LAB Recommendations

Although LAB's fourth recommendation is the primary purpose of this report, we would also like to report on the status of the other three recommendations in LAB's report on UW System Staffing:

- *Periodic reports* – The first recommendation stated: "Provide the Legislature with complete periodic reports on executive salaries, fringe benefits, and cash and noncash compensation from outside sources." We will provide information annually on executive compensation from state and outside sources.
- *Accounting records* – The second recommendation stated: "Provide all University of Wisconsin institutions with guidance on coding contractual expenditures in their accounting records to ensure accuracy and consistency." We have instructed the chief business officers at our institutions to be sure they continue to follow the standards established by the National Association of College and University Business Officers when coding contractual expenditures.
- *Position reporting* – The third recommendation provided that the UW System "seek statutory changes to streamline and improve its position reporting to ensure accuracy, transparency, and timeliness in reporting the number and type of UW positions." The UW System is in discussions with the Legislative Audit Bureau, the Legislative Fiscal Bureau, and the state Department of Administration Budget Office about the myriad of existing reports, report content and frequency, and options for streamlining reporting to reduce administrative costs. Printing costs for the required reports currently total approximately \$2,000 per year in UW System Administration alone. We expect to seek the Legislature's support for any statutory

changes necessary to implement more meaningful position reporting at lower administrative cost to the university and the state.

The UW System remains committed to working on each of the recommendations in the LAB report.

VII. Conclusion

The UW System will vigorously evaluate its operations, identifying ways of serving Wisconsin citizens as efficiently and effectively as possible. As this report indicates, the UW System is, and has been, engaged in an ongoing process of assessing the ways in which we work and devising efficiency initiatives, both academic and administrative.

While enhanced efficiency often leads to improvements that are difficult to quantify, an estimated \$15 million in cost savings can be achieved through the current initiatives and administrative position reductions, with reallocated funds devoted to instruction and other high-priority services. The President's initiatives will add \$2.1 million in estimated annual savings through restructuring and other administrative changes. Improvements in the capital budget, procurement, and cash management processes could lead to an additional \$21.6 million in annual savings.

The UW System is committed to providing access to our institutions, preserving affordability, maintaining the quality of our educational services, and stimulating economic development. Working to achieve these goals will require a strong collaborative effort among the UW System, the Legislature, and the Governor in this and future biennia.

Appendix
Examples of UW System Institution Efficiency Initiatives

EFFICIENCY	INITIATIVE	BENEFIT
STUDENT SERVICES	Automated registration, advising, and grading services have been implemented at several institutions.	Greater workload capacity with minimal staff. One campus identified annual savings of \$10,000.
	Direct credit of financial aid at several institutions.	Improved student service by eliminating time delays and long lines to receive financial aid. One campus identified annual savings of \$63,000.
	Several institutions use an automated clearinghouse for financial aid refunds on student campus cards.	One institution has identified annual savings of \$12,000.
	Conversion of Perkins loan program.	ESCI provides billing, collection, and reporting services, saving 0.5 FTE.
	Development of an online advising system.	More efficient use of limited advisor time.
	Streamlined process for undergraduate admissions applications.	Quicker application processing and faster communication of decisions.
	Automated degree and enrollment verifications, outsourced to Student Loan Clearinghouse.	Improved processing by eliminating paper, reducing walk-in traffic, increasing convenience of third-party verification.
	Re-engineered division of student affairs; elimination of vice chancellor position, consolidation of positions.	Reduced central office staffing, streamlined network administration, greater efficiency and consistency of response.
	New student information system with integrated student information across the campus.	Better access to information and services for students, faculty, and advisors.
INSTITUTIONAL SUPPORT	Use of electronic billing rather than mailing bills to students at several institutions.	Annual savings of \$30,000 in postage and other costs and improved service through more accurate statements.
	Centralized copying and printing operations.	Reduced staffing, resulting in annual savings of \$40,000, while improving service.
	Electronic document imaging, storage, and retrieval.	Reduced paper costs, increased staff efficiency in accessing records, and reallocated storage space.
	Implementation of procurement card.	Purchasing staff can focus on more significant issues. One campus identified annual savings of \$1,000.
	Conversion of financial processing and data reporting functions to the Shared Financials System.	Greater flexibility in reallocating information technology resources.

EFFICIENCY	INITIATIVE	BENEFIT
INSTITUTIONAL SUPPORT	Contract for mail pick-up.	Institutions have realized cost savings and new revenue streams of up to \$23,600 annually.
	Integration of Affirmative Action into Human Resources Office.	Elimination of duplication of effort and data collection. Streamlined campus hiring process.
	Use of electronic earnings statements.	Reduced handling and distribution expenses.
	Campus-wide access to common technology tools.	Reduced paperwork due to systemwide software, such as PeopleSoft.
	Elimination of duplicate budget transfers into a separate database.	Annual savings of \$500 at one campus.
	Implementation of electronic time keeping.	Elimination of paper time sheets.
	Revised cash drawer processes.	Annual savings of \$5,000 from reducing student labor in counting cash drawer charge funds.
	Implementation of web-based campus budget system.	Automated calculation of fringe benefit transfers, saving \$25,000 and one FTE position.
	Reorganized a section in a budget office.	Annual salary savings of \$67,000.
	Streamlined process for filling office support positions.	Direct application on website eliminates the need for mass mailings.
	Reorganization and reassignment of duties in Financial Services offices.	Salary savings of \$25,000.
	Implemented e-commerce, replacing stores operation.	Reduced inventory space, ease in ordering commonly purchased goods, and improved delivery.
	Presentation of student account information on website.	Reduced paper, postage, and handling costs of up to \$500 and reduced staff time.
Implementation of e-payment option for student accounts.	Reduced processing costs.	
ACADEMIC SUPPORT	Creation of an online class schedule.	Annual savings of \$10,000 in production and distribution costs.
	Reorganization of academic colleges.	Reduced number of administrators, saving \$23,000 annually.
	Electronic distribution of reserved library materials.	Reduced staffing and space requirements.
	Implementation of a digital library at several institutions.	Ease of access to journals and books.
	Restructured Graduate School admissions process to maximize use of information technology.	Reduced processing time from several weeks to several days, and reduced staff time.

EFFICIENCY	INITIATIVE	BENEFIT
ACADEMIC SUPPORT	Consolidation of three library sites.	Reduced duplication of hard-copy journals or monographs, reduced staff time, and elimination of one position.
	Implementation of classroom scheduling software.	More effective use of facilities and reduced workload for faculty who scheduled facility use.
	Reorganized library administrative structure.	Reduced number of administrative positions and reallocated staff.
	Centralized administrative responsibility for Connections Program in Letters and Science and redesigned website.	Increased access for students and improved links between nontraditional students and advisors.
PHYSICAL PLANT	Reuse of 200 light poles.	Savings of \$300,000 in replacements and energy costs.
	Renovation of a residence hall.	Significant savings when compared to replacement costs.
	Implementation of a software program.	Greater efficiency through use of hand-held ticket writing instrumentation.
	Web-based facilities request.	Savings of \$5,000 annually.
	Creation of surplus item distribution list.	Faster and more targeted notification of surplus sales, resulting in annual savings of \$500.
	On-demand, instead of scheduled, facility cleaning.	Emphasis on cleaning public spaces. Many offices are cleaned by the occupant.
	Creation of a central maintenance staff pool.	Campus can leverage limited maintenance staff to meet highest institution-wide priorities.
	Institution of a campus-wide Maintenance Management System (CMMS).	System defines preventive maintenance scheduling and tracks cost, allowing allocation of limited resources for the highest priorities.
	Implementation of programmed lighting.	Annual savings of \$5,100 in utility costs.
	Training of staff to perform multiple trade functions.	Reduced staff in certain trades, such as plumbing, since other employees are trained to handle basic plumbing issues.
Online fleet reservations.	Decreased need for phone calls and streamlined processing.	
AUXILIARY SERVICES/ OTHER	Streamlined process for high school mailings and new database system.	Savings of LTE and student worker salaries of more than \$10,000.
	Card access to student residence halls.	Savings of \$50,000 in reduced night security and key replacement costs.
	Use of RA staff to assist with residence hall front desk duties.	Savings of \$75,000 annually through reduced need for student employees.

EFFICIENCY	INITIATIVE	BENEFIT
AUXILIARY SERVICES/ OTHER	Elimination of credit card payments for tuition, fees, and room and board and acceptance of automated clearinghouse payments.	Savings of more than \$200,000 in bank fees annually at one institution.
	Single vendor contract for all restaurant operations.	Several campuses have reduced costs, with one institution identifying annual savings of \$21,500.
	Use of video conferencing and conference calls for meetings and professional development efforts.	All institutions have reduced travel costs and increased employee productivity.
	Use of higher education bookstore consortium.	Savings have averaged \$21,000 over a two-year period.
	Revised DVD checkout process.	Savings of \$12,000.
	Consolidation of parking oversight duties with bookstore director position.	Savings of \$18,000.
	Reduced grounds and custodial crews and main-desk hours for residence life activities.	Student payroll reduced by \$100,000.
	Implementation of web-based permit application system.	Cost savings and reduced manual processing.
	Reduced need to build additional 1,200 parking stalls on campus by implementing a one-permit system and increasing use of current parking.	Significant savings in long-term debt service over the life of a parking ramp.
	Reorganized University Health Services, eliminating a deputy director position.	Reallocated funds to other positions.
	Developed online enrollment/payment system for student health insurance program.	Greater convenience for students, redirected staff time from data entry to customer service and eliminated contract fees of \$150,000.
Implemented web-based application at student union.	Greater convenience for students and parents and increased deposit activity without added administrative costs.	