



## State University System Efficiencies

Universities were requested to provide an update on efficiencies they have completed, undertaken or are in the process of initiating.

The following university summaries highlight various initiatives; however, the following provides some examples.

- Eliminated academic and university support positions to preserve faculty instructional time and effort; concentrated faculty activity on instruction and away from administrative assignments.
- Reduced the number of vehicles by 35%
- Consolidation of operations, and co-location of units to enable shared services such as administrative support. Student services for wellness, health services, and counseling co-located from separate buildings into a consolidated student health and wellness center, enabling sharing of staff and consolidation of processes.
- The Division of Student Affairs is leveraging Microsoft SharePoint to increase intra- and inter-departmental communication and collaboration. Currently, emergency and crisis response, facilities maintenance, learning and development, the Behavioral Consultation Team, and business intelligence processing are all using the site, thereby saving thousands of pages of paper and numerous telephone calls.
- Merge the collections in the Music and Arts Libraries into the main university libraries. This will free 17,000 square feet of space that can be rededicated to instructional and other academic uses.
- Utilize server virtualization which results in significant savings in power, cooling, networking and space requirements.



## Florida A&M University Efficiencies

- Suspend Low Productivity Programs
  - During the past year the Division of Academic Affairs has conducted an intensive productivity study of all academic degree programs at the university. As part of this activity, including discussions with deans and input from faculty, the Provost will recommend suspending a number of low productivity programs. This will enable the university to redistribute some limited resources, while maintaining productive programs.  
Update: Following the extensive analysis and discussions, on April 7, 2011, the FAMU Board of Trustees terminated 23 academic degree programs and suspended one degree program which had low productivity. The students currently in the programs will be taught out within the next two years. Faculty and other resources remaining after the budget cuts will be utilized to strengthen remaining programs.
- Initiate Distance Learning Partnership
  - The University is entering into a collaborative partnership with a foundation to initiate market and implement distance learning degree programs that will enable the university to reach more students in a cost effective manner.  
Update: The three distance learning degree programs (Masters in Business Administration, Masters in Public Health and Masters in Nursing) are scheduled to begin in the Fall 2011.
- Examine Institutes and Centers
  - The University reviewed all the Institutes and Centers to determine if state funds are being utilized in the most effective manner to meet the mission of the institution. This evaluation will allocate state funds in relation to productivity.
- The FAMU Leadership Team has endorsed an improvement effort that is currently underway in the Division of Administrative and Financial Services (DAFS). The Transformation through Technology Enhancements (T3E) project will fully leverage the capabilities of our PeopleSoft system so that we can dramatically improve our core business processes. Successful completion of this project will result in significant improvements in major systems like hiring, accounts payable, purchasing, cash management, travel, and asset management. These improvements will benefit every unit of the University. As a result of this project, we expect: Faster processing of travel reimbursement requests, More efficient and timely purchasing process, More efficient and timely payment of bills, Better control and management of assets, Better streamlined recruitment and

hiring of employees, greatly simplified financial statement development, Efficient and effective overall financial management and reporting processes

Update: To date, there have been fifteen core processes reengineered to dramatically improve business performance. The Travel and Expense reengineered process has been implemented (for a pilot group) in the PeopleSoft system. Monetary savings will be realized in the upcoming year. Other benefits include:

The Procure-to-Pay process is currently being implemented. The same methodology that was used for implementing the Travel and Expense process will be used to implement this reengineered process. Specific savings and benefits will be measured and reported as the process is implemented.

- The second year of the Siemens contract was completed in May 2011. All of the work associated with the \$2.4 million investment in lights and lighting accessories replacements, pipe insulation, and steam traps' repairs has been completed. Energy savings reported by Siemens, and currently under review by the University, in the second year of the contract was \$441,928 which compares favorably with the \$384,271 planned savings.



## Florida Atlantic University Efficiencies

### Efficiencies Achieved

- Revamped business processes including vendor payments with a consequent savings in personnel costs while raising service levels.
- Eliminated academic and university support positions to preserve faculty instructional time and effort; concentrated faculty activity on instruction and away from administrative assignments.
- Reduced energy consumption and food waste following an extensive energy audit.
- Maximizing class enrollments and instructor and room utilization. All colleges are engaged in this university-wide enrollment management effort.
- Course demand is closely monitored and new sections are opened to meet demand only when existing sections are approaching capacity.
- Academic services have been reviewed and consolidated on partner campus to provide efficient services and meet student needs while expending fewer resources.

### Efforts Underway

- Increasing reliance on lower cost instructional personnel to teach lower division students.
- Increasing number of students served in large lectures to further conserve on instructional assignments and maximize faculty productivity.
- Adjustments to staff assignments to create off-peak personnel savings.
- Revamping partner campus administrative structure and eliminating redundant services.
- On-going campus energy conservation and sustainability measures including minimum LEED Silver certification on all major construction.
- On-going efforts to eliminate paper documents to increase ease of handling and increasing privacy and security.

### Efforts Planned

- Maximizing research productivity of senior faculty with consequent increases in sponsored research awards and expenditures.
- Reallocating faculty resources to areas of greatest need, demand, and payoff.
- Developing plans to consolidate smaller units to increase efficiency.



## Florida Gulf Coast University Efficiencies

In response to the need to preserve resources, both natural and financial, Florida Gulf Coast University has enacted a number of programs that serve to reduce costs and work towards environmental improvements.

The University recently retrofitted Parking Garage I with LED lighting, replacing inefficient lighting originally installed. This retrofit is estimated to save \$34,000 in annual energy costs. Given the success and ease of this program, it will be rolled out to additional garages in the near future. In housing, incandescent lights have been replaced with compact fluorescent bulbs, yielding additional energy savings. Many classrooms and common areas have motion sensors installed, thus reducing the use of lighting and electricity. In conjunction with this effort, the University has raised temperature set points and adjusted facility usage to lower electrical costs. The combination of these initiatives saves approximately \$130,000 annually.

The implementation of the solar field at Florida Gulf Coast University is expected to reduce reliance on supplied electric power by nearly 18%. The reductions in energy purchased not only reduce costs, but provide a hedge against future price increases in electricity. The University looks to install solar panels on the roofs of future building projects, further enhancing its solar initiative. Similarly, the university/county swimming pool takes advantage of ground water temperature differences to heat the pool water in the winter and cool the pool water in the summer. Finally, university housing continues to replace air conditioner units with more efficient, environmentally friendly compressors.

There are numerous other energy savings programs across campus. FGCU operates one of the largest ice thermal storage plants in Florida. This plant makes ice at night at cheaper electricity costs and then uses the ice during the peak daytime hours to make chilled water for the buildings. There are also the solar powered trash compactors throughout campus that reduce the need to empty the bins, thus saving in custodial costs. Printers, appliances and computer monitors are all required to be purchased with energy star ratings. Buildings are all constructed to LEED standards with most recent construction pushing platinum certification.

These initiatives, in combination with awareness programs for our students, faculty and staff, provide not only for lower energy consumption but the ability to put financial resources where they add the greatest value.



## Florida International University

### Efficiencies

Energy Conservation: FIU has implemented various initiatives to help reduce the consumption of energy through the different campuses. Some of these projects are: Motion sensing switches, Energy management controls, Chill-water temperature monitoring, Use of water-efficient urinals, Replace lift-station meters (sewage system), Standardize the use of energy saving lights, Replace metal halide bulbs in Parking Garage 5 with fluorescent bulbs, and the MMC residence halls have upgraded network systems for air-conditioning to be better able to respond to energy concerns. Additionally, the University has closed on Fridays for 6 weeks during the summer over the last two years.

Natural Gas Conversion: Converted from current LPG fuel system to natural gas that has a lower average cost in the market. This includes MMC residence halls.

Owner Direct Purchase: Negotiate prices on purchasing items in construction projects to reduce the cost of the items through tax savings and bypassing the contractors. Also, several Master Agreements have been implemented with local hotels. These have helped to streamline the contracting and booking process with hotels and have led to cost savings.

Renegotiating of Construction and Maintenance Contracts: Renegotiated Minor Construction contracts with lower overhead percentages as well as lower profit; used State University System's risk insurance contract negotiated by FAU at a reduced cost; renegotiated lower rates in Landscaping and Uniforms Contracts

Vehicle Reduction: Reduced the number of vehicles by 35%

Voice Communications Reduction: FIU reduced 103 lines (telephone landlines, fax lines, and modem lines) by consolidating and sharing resources.

Fire alarm Notification System: Elimination of 133 analog phone lines by replacing them with IP based network lines.

Restructure Duplicating Center: Operation of facilities and services were contracted with Toshiba as a part of the RFP for copying services.

Online Catalog: Reduction of printed materials.

Reorganization of Student ID Program: An aggressive reorganization was undertaken to reduce operating costs, improve operating efficiencies, strengthen policies and procedures and expand revenue while upgrade the software to enhance services and expand features.

Vendor Payments: As part of the University's continuing efforts to streamline paper usage and provide the best possible service to our Business Partners, the Office of Business Services has now implemented Electronic Fund Payments. Vendor will now pay the University with an EFT in place of a paper check. As an additional benefit to the University, this process ensures secure and timely collection of funds.

Reorganization of Purchasing Services: The separation of Contracts Management/Competitive Solicitations and General Purchasing Units has resulted in efficiencies in contracts management, streamlined the competitive solicitation process, and spend pool analysis.

Recycling: In the 2011 National Recycle Mania Competition, FIU recycled 438,780 pounds in a ten-week period, coming in 2nd place in the SUS for total pounds recycled. FIU was the Grand Champion in the Sun Belt Conference category. Also, the students have adopted a national program for re-cycling. They have put together a movie festival highlighting the go-green initiative and have added bins throughout our campuses.

Waste Diversion: Give and GoGreen collected unwanted items from students moving out of the dorms, keeping the items out of the landfill. Over 3,000 pounds of clothing, kitchenware, and school supplies were donated to the Miami Rescue Mission in Spring 2011.

Energy Savings: The student project, Kill A Watt, saved over \$21,000 in energy savings during the energy conservation competition for student housing.

Academic Advising: Retired legacy system (SASS) and integrated all degree audit functions for students within our existing application – PantherSoft. This reduces maintenance for interfaces, data validation, data mapping, as well as dependencies on outside systems. It will also reduce the total man hours for managing exceptions and configuration from a 3<sup>rd</sup> party system.

Videoconferencing for students, faculty and staff: Meetings via videoconference save time and gas for travel between campuses. Distance learning/course capturing allows students to attend class at their primary class and not travel to the other campuses. Dissertations allows people who are traveling or at a distance to participate in the review process. Adobe Connect will provide students the opportunity to meet with an advisor or receive tutoring without having to come to campus if they otherwise do not need to.

Server Virtualization: Continue to gain efficiency by virtualizing our infrastructure requirements which reduces space requirements and energy consumption.

Mobile Deployment: The team continues to rollout mobile technologies for students, faculty and staff. Our strategy has deployed many administrative functions performed on desktops/laptops onto mobile devices.

Expanded services at NWRDC for FIU's Disaster Recovery site: As a State affiliated entity; this facility has allowed FIU to create a Disaster Recovery site that is significantly less in terms of cost compared to commercial vendors offering the same service.

E-Ticketing for Commencement: Leverages our existing application within PantherSoft for students to register and apply for graduation online. This eliminated the graduation application paper process and manual distribution of commencement tickets.



## Florida State University Efficiencies

Significant changes in the level of available resources, from mid-year 2007-08 to beginning of year 2011-12, have resulted in externally forced efficiencies. On a per student basis, cumulative reductions over the period of \$118 million equate to \$4,416 less to spend per annual student FTE's and caused the deletion of some 800 salaried positions. Among the 2011 USNWR top 50 public institutions, FSU ranked 48<sup>th</sup> in tuition and fees and state support per student. Although reductions may have a lagging, future impact on a number of university measures, the university is nevertheless maintaining a high level performance in degree production.

### At the National Level

- Per the most recent (2009-10) ranking of 73 Carnegie Class public, very high research universities, FSU ranked 9<sup>th</sup> in the annual production of baccalaureate degrees at 7,926-- and third for African Americans at 810.
- NIH funding increased by 74% in five years, from \$13.2 million to \$23 million in FY 11.
- Total C&G expenditures increased by over \$32 million to \$195.5 million over the same period above.

### Internally...

Examples of self-driven efficiencies abound; a few are listed below.

### Further Expansion of Strategic Sourcing Best Practices in Purchasing

- Continued expansion of strategic sourcing purchasing initiative utilizing E-Market through E-Procurement with enhancements like Auto-Sourcing for all E-Market catalogs. Initiative has proven to be a true success story, leading to improved contract negotiations and outcomes. Contracts currently in place with Office Max, FedEx, GovConnection, Hewlett Packard & VWR International.

### Adherence to Energy Savings Program

- Reduced utility expenses by \$2.6 million annually.
- Achieved a 4% reduction in the cost per square foot for all E&G utilities when compared to the prior year.
- Implemented a major re-lamping program which saved 5 million kilowatt hours during 2010-11.
- Continued an aggressive retro-commissioning program to reduce chilled water and steam usage for several buildings. When completed, these projects will reduce energy consumption by approximately \$85,000 per year.
- Conducted aerial infrared scans of all flat and low-sloped roofs on main campus providing a condition indicator as a prelude to roof replacements and energy loss.

### Enhancement of Enterprise Resource Planning (ERP) System with Student System Implementation

- Recently began project to modernize decades-old legacy student systems. Project will require approximately 2 ½ years and will be funded through previous software investments, non-recurring reserves and existing staff resources. It will provide a modern, high performance interface to support the student administrative lifecycle while providing a robust, sustainable infrastructure supporting more reliable and informed decision making.

### Enhancement of Electronic Imaging System Capabilities

- Acquired and implemented web-based Noli software that will allow seamless interface of financial, human resource and student systems with imaged documents, providing a more effective and efficient method for retrieving, routing, approving and managing paper and electronic records.

### Campus Services Efficiencies

- Refinanced existing Bond with a newly issued Parking Garage Bond to save \$525,000 over the remaining term of the Bond.
- Implemented mobile apps so students can identify things from available parking garage spaces to washers and dryers in use in residence hall laundry rooms.
- Outsourced Computer Store operations to Follett Corporation, our Bookstore vendor.

### Sustainability Initiatives

- Earned "silver" performance ranking in the Sustainability, Tracking, Assessment & Rating System (STARS), a new benchmarking program that encourages environmental sustainability in higher education.
- Attained LEED certification for several FSU buildings – two Gold, one Silver and one Certified.
- Increased recycling efforts throughout campus, diverting over 1600 tons of material from the landfill, saving over \$65,000 in tipping fees and increasing recycling income in excess of \$93,000.
- Saved 12 tons of waste from the landfill and almost \$500 in tipping fees from useful items collected during Spring semester student move-out. The items were donated to local charitable agencies.



## New College of Florida Efficiencies

New College continually looks for new efficiency opportunities and frequently reviews current operations and procedures in an effort to improve campus wide operations. A prime example of a long standing operational efficiency involves sharing operating costs for the following academic and administrative support functions with USF Sarasota-Manatee, whose campus is immediately adjacent to the College's campus: Jane Bancroft Cook Library, Student Counseling and Wellness Center, Police Services, and Campus Bookstore Services. In another shared services function, the College and FSU Ringling Museum have co-located their chiller plants in the same facility, providing each other with back up chilled water capacity and other benefits. **Examples of recent efficiencies implemented during FY 2010-11 include:**

### **Automation**

- ✓ The College implemented an automated Web Time Entry (WTE) system to record daily time worked, eliminating the use of paper timesheets. This has resulted in increased accuracy (reducing time and effort needed to correct math errors), faster turnaround time in loading payroll into the accounting system. Annual recurring savings total approximately \$15,000.
- ✓ The College joined the CampusEAI Consortium to expand services and reduce costs of operating our software portal serving as the gateway connection to a myriad of College services supporting students, faculty and staff.
- ✓ A new work order tracking program has been implemented in support of Information Technology and Physical Plant operations. The system monitors individual job progress from start to finish and aids management in balancing work assignment among employees. More accurate completion rates and turnaround times are now available to complement quality of work review in measuring individual staff performance.

### **Energy Management**

- ✓ Progress continues to be made in reducing consumption of purchased utilities (electricity, natural gas, water and sewer) despite increasing per unit costs. As funds permit, we continue to add buildings to our electronic campus wide energy management system and retrofit buildings with more efficient HVAC, lighting, window and roof systems.

### **Outsourced Services and Renegotiated Contracts**

- ✓ The College's email system was outsourced to Google, resulting in \$30,000 non recurring equipment savings plus annual recurring savings of \$14,000.
- ✓ The Campus Bookstore serving the College and USF Sarasota-Manatee and operated by Barnes & Noble has implemented a textbook rental program providing savings to students of 50% compared to the cost of a new text. Students are also purchasing more used texts (25% less than the cost of a new text) and more digital texts (30% to 60% less costly than a new text).
- ✓ Contracts with various software companies have been renegotiated yielding recurring annual savings in excess of \$16,000.

### **Organization Restructuring**

- ✓ Restructure of support services within the Office of Student Affairs, Physical Plant, Housing, Facilities Planning, Admissions/Financial Aid and Information Technology has generated recurring annual savings in excess of \$100,000.



## University of Central Florida Efficiencies

Since 2007-08, the University of Central Florida has absorbed permanent budget cuts totaling almost \$100 million or over 32% of total state appropriations in place on July 1, 2007. The university took immediate action to curb expenditures when the first signs of budget challenges arose by initiating hiring freezes, limits on travel and other expenditures not critical to the support of our mission, and detailed review of programs and support operations in all areas of the institution.

As the budget reductions continued into multiple years, many permanent changes were implemented to reduce expenditures, including:

- elimination of several academic programs
- streamlining of administrative processes, including automation through online forms and work flow, increases in electronic payment and receipts and additional use of the purchasing card
- redistribution of staff responsibilities when positions were vacated
- transition to use of internal staff to perform services previously completed by contractors
- implementation of efficiency measures to minimize energy consumption and offset increases in utility costs, including lighting retrofits, re-commissioning of buildings, building automation system reviews and construction of a thermal energy storage facility
- standardization of technology products and centralization of support

The actions listed above along with tuition and tuition differential increases and the federal stimulus funds helped bridge the gap created by the budget reductions. As a result, the university has accumulated one-time funds that will support operations until additional funds are available through tuition increases or other sources.

The university will continue to evaluate programs and processes to identify which functions are critical and will make changes that achieve cost savings but allow the institution to continue providing a quality education in an appropriate and safe environment for our students.



## **University of Florida Efficiencies**

### **From 2011-12 LBR**

- Approximately 18 months ago, UF initiated an energy reduction program by recommissioning campus buildings. Recommissioning means returning the building to its original operating specifications. We have completed the process on approximately 23% of our square footage, and this has saved over \$600,000 in recurring utility costs. The ROI will be recovered in three years or less.
- Energy Awareness Program. This program encourages building occupants to conserve energy by turning off lights, printers, etc.
- Vehicle Reduction Program. UF has expanded the Zip car program as an alternative to bringing cars on campus. UF has reduced ownership of state cars and students bringing cars to campus.
- Textbook Rental Program. This program goes “live” this Fall with savings to students of up to 50%.
- The university eliminated the payout of unused sick leave for newly hired employees. The savings from this benefits change will take a decade to begin realizing, but it will eventually save millions of dollars.
- Among the FY 2009-10 budget measures approved by the BOT to achieve efficiencies and cost-savings: merger of departments of Operative Dentistry and Dental Biomaterials; closure of Educational Psychology program and associated degrees; closure of Documentary Institute; merger of Department of Communication Sciences and Disorders and Department of Communicative Disorders; closure of Rehabilitation Counseling Division; merger of Student Mental Health with Counseling Center
- As part of UF’s Strategic Sourcing project (which began over three years ago), we initiated Sci-Quest online delivery system through the university portal about a year ago. We are estimating this project saves between \$1M and \$2M.
- Maintenance consolidation. IFAS Facilities Planning & Operations has taken over maintenance at CREC-Lake Alfred this past year, resulting in the following savings:
  - a. Elimination of three maintenance positions
  - b. By engaging in preventive maintenance, costs decreased \$60K
  - c. Onsite maintenance staff replaced external contracts, yielding \$15K-\$20K annual savings

### **For 2012-13 LBR**

- Restructured Microsoft and Oracle contracts to include Shands and all students. This initiative saves Shands over \$1M per year for five years on Oracle licenses and another \$1M per year on Microsoft licenses. Microsoft licenses are extended to all UF students at no additional cost to students.

- The Online W-2 Team led an effort to implement online W-2s and Employee Year End income statements. Over 50,000 forms are no longer printed, sorted, and delivered. Online delivery is faster, duplicate W-2s accessed through the system are obtained immediately, and there is greater security.
- Outsourced employment verifications. Businesses and employers outside the university call a number and pay a small fee for the information they need. The HR department was able to save the equivalent of one full-time employee.
- The renovation of Simpson residence hall used new technology that eliminated the use of steam and chilled water for heating and air conditioning. The new variable refrigerant flow system reduces the building's humidity from 66%rh to 46%rh, provides individual room temperature control, and will save more than \$10K per year in energy costs.
- The Division of Student Affairs is leveraging Microsoft SharePoint to increase intra- and inter-departmental communication and collaboration. Currently, emergency and crisis response, facilities maintenance, learning and development, the Behavioral Consultation Team, and business intelligence processing are all using the site, thereby saving thousands of pages of paper and numerous telephone calls.
- Continued re-commissioning of facilities to gain energy efficiency. Addition of solar with use of "feed in tariff" from electrical generator.
- Pending consultation with faculty, the College of Fine Arts will merge the collections in the Music and Arts Libraries into the main university libraries. This will free 17,000 square feet of space that can be rededicated to instructional and other academic uses.
- UF has begun commissioning electronic textbooks through the University Press of Florida for use by students in large classes for a nominal fee. Three such texts are either complete or in process, and this has already saved students thousands of dollars.



## University of North Florida Efficiencies

Listed below are some of the significant campus projects UNF has undertaken in the past few years to address the goals of cost-savings, increased efficiency of resources, and reduction in consumable energy.

- Our efforts to reduce total energy consumption continue. Our total E&G utility expenses for the 2011 fiscal year were \$5.095M. This is only \$109k higher than last year in light of the 10% rate increase on electric, water and sewer charges. Based on our FY 2010 consumption, this 10% rate increase would have translated to a \$350k impact this year had everything else stayed the same. We are continuing our retro-commissioning program based on the success we've had to further reduce our electric consumption.

With a heat recovery system now fully operational we are reducing plant natural gas consumption. We reduced our gas consumption between FY'10 and FY'11 by 3%, which translated to a 10% reduction in natural gas expenditures, even though we had the coldest winter on record this past year.

With our progress on electric and natural gas consumption we are now focusing on water consumption reduction. Plans are in progress to install a water softener for the central plant. This water softener is expected to reduce our annual potable water consumption by 15 million gallons or roughly 25% of our present plant consumption. We expect to bring this online late 2011, early 2012.

- The project to replace campus dumpsters with compactors has yielded a 9% reduction in actual cost in the handling of refuse (labor included).
- Postal Services were outsourced to a third-party vendor. As a result of this effort, mail pickup and delivery across campus has been increased to twice daily, a service level never before accomplished at UNF. This has created savings of over \$115,000 annually.
- The Duplicating Services operation was closed and digital printing was outsourced. Under this program service levels remained at the already high levels being previously provided, however, the pricing to departments was reduced by approximately \$30,000 annually and the annual operating loss of approximately \$105,000 was eliminated.
- The Convenience Copier and Pay for Print programs were contracted to an outside vendor and continue to provide full-time on-campus support and management. Renegotiations for this contract resulted in an overall cost

reduction in the Convenience Copier program of approximately \$70,000 annually. In addition, the negotiated per click rate of \$.0065 will allow the University departments to redirect printing from higher cost devices and save up to \$.06 per page. The Pay for Print program services were enhanced to add additional color devices and web based printing that will allow students to print from their laptops or PDA. Costs for printing/copying were reduced from \$.11 per page for black and white to \$.09 per page. Color printing/copying was reduced from \$1.00 to \$.50 per page. These reductions will reduce costs to students by approximately \$35,000 annually.

- Through centralized strategic sourcing of our contracts and purchases we have documented savings of over \$240,000 for FY 2011.
- We have automated numerous processes which provide efficiencies both in materials, time, and staffing. This includes a system to route all University contracts, no longer printing purchase orders but sending them electronically, and automation of the travel authorization and reimbursement process.

We have also implemented a system which includes RFID tagging of all property items. This results in staff no longer having to physically scan every property item.

- Within Information Technology we have begun utilizing server virtualization which results in significant savings in power, cooling, networking and space requirements.
- We determined that a potential outsourced contract for scanning student records could actually be performed internally, saving an estimated \$100,000.



## State University System Efficiencies

### University: The University of South Florida System

The University of South Florida System continues to focus on initiatives that will result in improvements and/or cost savings for re-investment. Such initiatives include:

- Consolidate purchasing across the USF System for temporary employment services providing detailed procurement and job aids for requisitions.
- Continue the implementation of the USF Sales Tax Savings Program and issuance of Direct Owner Purchase Orders for construction materials and equipment which has generated approximately \$990,000 of construction cost savings for the 2010/2011 Fiscal Year.
- Continue the implementation of resource conservation in design of major projects to reduce costs for operations and continue implementation of environmental conservation efforts by USF including “gray water” usage in the Dr. Kiran C. Patel Center for Global Solutions building and condensate water recovery for a portion of the USF campus irrigation.
- Continue providing in-house training and cross training for professional staff to enhance collective application of emerging technologies and applications in design and construction of facilities; and to provide for continuity of services and succession plan for operations.
- Continue the implementation of “in-house” services by professional staff for projects including Roof Inspections (estimated \$100,000 savings), LEED certification, Commissioning (estimated \$400,000 savings), Latent Defect/Warranty Enforcement (estimated \$200,000 savings), Construction Defects Investigation, and Design Services; and by student interns for services including Record Document Scanning for USF Archives and Graphic Presentations.
- Continue the implementation of campus planning objectives for landscape and environmental enhancement through use of donated trees for a construction cost savings of \$195,000.
- Continue the negotiation of costs for design and construction services below the initial proposed amounts for services to obtain the best fair, reasonable, and competitive price for services.
- Continue the implementation of organizational structures that maximize productivity and service by consolidation of responsibilities where possible and reduce overall staff resource requirements.
- Continue expanding training to the USF FAST Requisition User Community adding specific procurement topic courses to help reduce recycled requisitions.
- Implemented ACL reporting and querying tools to aid in PCard auditing efficiencies.
- Continue to move small dollar purchasing volume to the PCard as allowed within policy.
- Continue to reduce non-salary expenditures such as equipment purchases, travel, printing and other similar type expenditures. Estimated savings/reinvestment - \$414,000.

- Continue to utilize the functionality of the enterprise business systems to improve efficiencies.
- Continue to review faculty workloads with an emphasis on instructional efforts and optimizing seats per section.
- Continue to examine the proportion of instructors to tenure track/tenured faculty to determine an ideal faculty model to facilitate undergraduate instruction.
- Eliminated university support positions to preserve instructional faculty positions.
- Continue to maximize classrooms through efficient room utilization and response to changing university enrollments.
- Continue to open new course sections when course enrollments demonstrate need.
- Enhanced System-wide services through membership in the National Student Clearinghouse that maintains national standards.
- Continue the implementation of Degree Works software that will greatly augment tracking of student progress and hence facilitate advising.



## University of West Florida Efficiencies Update August 2011

UWF continues to pursue operating efficiencies as outlined in the August 2010 report, with special emphasis this past year on the strategies of consolidation of operations, automation, business process streamlining, strategic sourcing, and inter-institutional collaboration. Representative examples include the following:

**Consolidation of operations.** Consolidation of operations, and co-location of units to enable shared services such as administrative support, continues. Student services for wellness, health services, and counseling were co-located from separate buildings into a consolidated student health and wellness center, enabling sharing of staff and consolidation of processes. The advancement division consolidated administrative support for the entire division into a single shared services pool. Information technology support services were consolidated into a single building, enabling downsizing of clerical support staff through improved efficiency.

**Automation.** Streamlining of operations through automation remains a key emphasis. Several paper-based workflows were converted to electronic workflows, and implementation of electronic document imaging was expanded to three additional units. Plans are underway to move all enrollment management functions to paperless document flows. Such conversions reduce file storage space requirements and also improve client services and workflow efficiency. Expanded use of videoconferencing for both academic and administrative purposes is reducing travel costs and enabling efficiencies in both instructional delivery and administrative collaboration. Address verification automation in postal services has saved \$150K since January 2009. Increased use of e-commerce and e-payment is streamlining accounts payable processing in various areas. We are examining the use of RFID tagging for processes such as inventory management and property asset tracking.

**Business process streamlining.** A variety of university business processes are being streamlined, reducing layers of bureaucracy and minimizing approval levels, in order to speed processing time and minimize administrative overhead on both staff and faculty. Purchasing card processing, vendor registrations, and workers compensation processing are examples of processes that have undergone such improvements.

**Strategic sourcing.** Non-core services and services better performed by specialized agencies continue to be outsourced or partner-sourced. For example, Human Resources is using HireRight for electronic background screening as an outsourced services. Some elements of student recruitment and directed marketing have been outsourced. UWF's vehicle fleet has been reduced, and maintenance of the remaining fleet has been outsourced. Ongoing rigorous contract management has produced an estimated \$500K in cost savings and \$125K in rebates to the university.

**Inter-institutional collaboration.** A special case of strategic sourcing is partnering through inter-institutional collaboration. UWF has joined consortia for services such as the university web portal. We are a member of the Educational & Institutional Cooperative Services Inc., a collaboration of over 1500 members seeking shared services solutions.