

University of the District of Columbia

Efficiency and Effectiveness Initiative

REPORT
September 2011

Activities
<ul style="list-style-type: none">Conduct best of practices report on efficiency in various departmentsEstablish Efficiency Work Group and Departmental Initiatives
<ul style="list-style-type: none">Review Efficiency matrix of ideasPropose and evaluate three potential efficiency initiatives (each efficiency work group member)
III: Finalizing Initiatives and Developing Implementation Plans <ul style="list-style-type: none">Solicit feedback from the efficiency work group membersMeet with respective department heads to discuss selected initiative (e.g., IT, HR, etc.)
IV: Finalizing Implementation Plans <ul style="list-style-type: none">Solicit feedback from the efficiency work group membersEstablish implementation timelineEnter into contracts with vendors
V: Initiative Implementation and Program Review



Table of Contents

1. Introduction	3
Purpose	3
Background	3
2. Approach	4
Methodology.....	4
Process	5
3. Results	6
Overview	6
4. Insights and Recommendations	7
Key Insights	7
Recommendations	7
5. Conclusion	8
Conclusion.....	8
Next Steps	8
Appendix 1 Summary Matrix	9

Efficiency and Effectiveness Initiative Report I

Efficiency Work Group Participants¹:

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Josh Weber, Academic Affairs

Josh Lasky, Academic Affairs

Howard Ways, Academic Affairs

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Myrtho Blanchard, Human Resources

Levita Basset, Facilities

Brandon Russell, Information Technology

Julie Johnson, Community College

Jackie Malcolm, Communications

Mike Riley, Athletics

¹ Departments with small budgets and limited potential efficiency impacts (Legal and Government Affairs) do not have an official representative, but are called upon to assist relevant efficiency initiatives as appropriate. UDC OCFO's office did not participate on the efficiency work group this round due to personnel changes.

1. Introduction

Purpose

The University of the District of Columbia is engaging in a University-wide initiative to improve the effectiveness and efficiency of the University. The goals of this effort are to:

- Identify and implement specific efficiency improvements that will streamline and strengthen administrative processes and productivity and advance academic excellence
- Generate cost-savings that are reinvested to support key University initiatives
- Create and nurture a culture of change, data-driven decision making, and accountability

This is an ongoing process that will be integrated with the strategic plan and budget process.

Background

Given the current economic environment, Universities across the nation are facing significant budgetary pressures. State budgets have suffered significant budget shortfalls, which in turn has affected state university appropriations to public universities. Private universities have seen a dramatic decrease in private giving and endowment value. Universities are historically known as an industry resistant to change, but many universities have taken current budget shortfalls as an opportunity to address inefficiencies while protecting the core University mission/purpose.

While UDC has not experienced a state appropriations cut, it is still facing significant budgetary pressures for the current and future fiscal years due to its recent creation of a community college and the ongoing visionary transformation of the University. Given the current budget pressures and the continued need to streamline and strengthen our operations and programs, the University is undertaking an efficiency initiative. This initiative cuts across all major departments to address UDC inefficiencies and to identify and implement new strategies for reducing costs and improving processes and productivity.

2. Approach

Methodology

The Office of the Managing Director of Finance conducted extensive research² on University efficiency initiatives to identify best practices in methodology, ideas, and processes. Successful University efficiency initiatives have shown that it is possible to cut significant costs, while improving processes/services and maintaining/improving educational quality and productivity.

Table 1.1 Efficiency Initiative Methodology



At the direction of the President, UDC started the Efficiency and Effectiveness Initiative and established the Efficiency Work Group. The efficiency work group is led by the Managing Director of Finance and has the full authority and commitment from the President. The work group includes one or more high-level representatives from each major department; the intention is to bring together thought-leaders from across the University to drive change and break down departmental silos. The work group collaborated with each of the respective Vice Presidents to identify, prioritize, and develop quantifiable goals and projects plans for efficiency initiatives in their departments. It also serves as an ongoing resource for assistance with the timely and effective implementation of these plans.

² This review is documented in a Cost Efficiency Internal Report dated November, 2010 and includes a review of University efficiency reports (i.e. UNC, MIT, University of Maryland), consulting reports (i.e. Bain, Advisory Board), white papers, think tank publications, etc.

Process

The following table shows a more detailed process of the efficiency work group from formation to implementation of departmental initiatives:

Phase	Activities
I: Preparation	<ul style="list-style-type: none">• Conduct best of practices report on efficiency initiatives in higher education institutions• Establish Efficiency Work Group and Department Membership
II: Identifying Potential Efficiency Initiatives	<ul style="list-style-type: none">• Review Efficiency matrix of ideas• Propose and evaluate three potential efficiency initiatives for each department (each efficiency work group member)
III: Finalizing Initiatives and Developing Implementation Plans	<ul style="list-style-type: none">• Solicit feedback from the efficiency workgroup on each department's proposed initiatives• Meet with respective VP to select initiative and create project plans for the selected initiative (each efficiency work group member)
IV: Finalizing Implementation Plans	<ul style="list-style-type: none">• Solicit feedback from the efficiency workgroup on each department's implementation plans• Establish cost-savings estimates for each initiative• Enter initiatives into dashboard to track and report on progress
V: Initiative Implementation and Progress Review	<ul style="list-style-type: none">• Ongoing monthly meetings of group for progress review• Address systematic concerns as needed

3. Results

Overview

Key achievements of this phase of efficiency improvements include:

- Estimated cost-savings of \$1,000,000 from the implementation of thirteen individual efficiency initiatives from nine departments
- Engaged high-level representatives from all major UDC Departments in an ongoing collaborative approach to improve UDC efficiency
- Encouraged data-driven decision making by working with departments to apply cost-benefit analysis to operational decisions

Department	Efficiency Initiative	Type
Academic Affairs	Improve the efficient use of adjuncts and student workers by zero-basing the budgets every year, and develop criteria and a policy that requires a justification and approval process for all expenditures	Process Improvement
Academic Affairs	Eliminate all non-essential travel	Process Improvement
Academic Affairs	Reduce the printing and distribution of the UDC Course Guide	Process Improvement
Procurement	To control spending on office supplies and mandate that the University purchase office supplies from contractors that have negotiated contracts with the University.	Process Improvement
Student Affairs	Develop more sustainable and efficient print practices with student-related publications	Process Improvement
Student Affairs	To offer summer housing to UDC summer school students and interns from across the nation to create a financially sustainable residence life program	Revenue Generation
Human Resources	Re-organize the department under more functional lines to better serve the University Community	Process Improvement
Human Resources	Create a new orientation program for the University and templates for departmental orientation	Process Improvement
Facilities	To practice energy conservation methods in University facilities to more effectively utilize existing resources and to bring down energy costs	Energy Savings
Community College	Reduce reliance on external consultants for marketing and communication needs. Handle everything in-house. Reduce/eliminate need for hard copy communications.	In-sourcing
Information Technology	Implement network wide power saving policy	Energy Savings
Communications	Hiring an experienced, in-house Graphic Design Manager instead of out-sourcing graphic design work	In-sourcing
Athletics	Increase revenue generated by athletics with revenue goal of \$300K for FY2012	Revenue Generation

4. Insights and Recommendations

Key Insights

- Mid-level managers and staff perceive significant potential for efficiency improvements within their Departments, but are often frustrated by a lack of follow-through and are not sufficiently empowered to implement needed change.
- Most Departments are not using even simple cost-benefit analysis to help shape their operational and management decisions.
- Departmental silos need to be broken down.
- Department heads are sometimes unable to see efficiency and effectiveness issues within their own departments, despite consensus among other departments of issues they face.
- UDC staff has skepticism on the viability of strategic initiatives.

Recommendations

- A stronger internal effort is needed to ensure that departments have analytical tools and personnel capable of helping them make more data-driven decisions.
- Create committees and better utilize the efficiency work group to objectively propose and evaluate efficiency initiatives.
- Ongoing accountability measures need to be implemented and enforced by top-level leadership.

5. Conclusion

Conclusion

The University of the District of Columbia seeks to become a model of efficiency and effectiveness in higher education. The development of the work group and the efficiency initiatives signifies an important first step and a major victory for the University. However, the major challenge is to institutionalize and sustain the efficiency improvements, continue the momentum for change, and commit to overcoming the barriers to a strengthened culture of data-driven decision making, accountability, and collaboration.

Next Steps

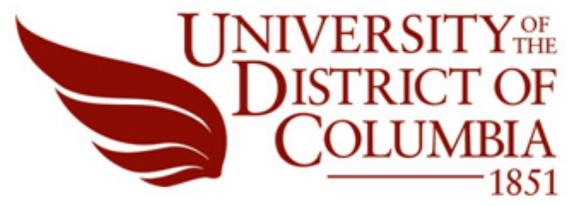
- Continue implementation of the first round of efficiency initiatives; troubleshoot barriers to implementation; quantify impacts; share results with key stakeholders; and identify ways to sustain changes
- Share lessons learned with the Cabinet, and identify concrete policies and practices that can address some of these challenges
- Develop a new set of efficiency initiatives for implementation with an emphasis on identifying initiatives that can address common inefficiencies and that accrue benefits to multiple Departments

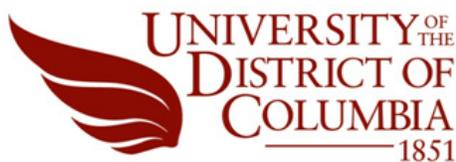
Appendix 1 Summary Matrix

University of the District of Columbia Efficiency Initiative Evaluation Matrix

#	Department	Type	Efficiency Initiative	Expected Benefit		
				Qualitative	Quantitative (Cost-Savings)	Timeline
1	Academic Affairs	Process Improvement	Improve the efficient use of adjuncts and student workers by zero-basing the budgets every year, and develop criteria and a policy that requires a justification and approval process for all expenditures	Improve utilization and productivity of full-time faculty	\$100,000	Fall 2011
2	Academic Affairs	Process Improvement	Eliminate all non-essential travel	Decrease greenhouse gas emissions, better tracking	TBD	TBD
3	Academic Affairs	Process Improvement	Reduce the printing and distribution of the UDC Course Guide	Reduce waste, increased traffic to website	\$243,211	Summer 2011
4	Procurement	Process Improvement	To control spending on office supplies and mandate that the University purchase office supplies from contractors that have negotiated contracts with the University.	Greater control, more competitive pricing	\$170,000	Fall 2011
5	Student Affairs	Process Improvement	Develop more sustainable and efficient print practices with student-related publications	Reduce waste, increased accessibility, increased flexibility	\$12,000	Fall 2011
6	Student Affairs	Revenue Generation	To offer summer housing to UDC summer school students and interns from across the nation to create a financially sustainable residence life program	Increase access to summer housing, increase UDC visibility	\$57,500*	Spring 2012
7	Human Resources	Process Improvement	Re-organize the department under more functional lines to better serve the University Community	Improved Customer Service	Indirect cost savings	Spring 2012
8	Human Resources	Process Improvement	Create a new orientation program for the University and templates for departmental orientation	Stronger performance management, increased understanding of job role	Indirect cost savings	Spring 2012
9	Facilities	Energy Savings	To practice energy conservation methods in University facilities to more effectively utilize existing resources and to bring down energy costs	Reduce energy consumption	TBD	TBD
10	Community College	In-sourcing	Reduce reliance on external consultants for marketing and communication needs. Handle everything in-house. Reduce/eliminate need for hard copy communications.	More flexibility	\$21,000	Fall 2011
11	Information Technology	Energy Savings	Implement network wide power saving policy	Reduce power consumption	\$37,500	Fall 2011
12	Communications	In-sourcing	Hiring an experienced, in-house Graphic Design Manager instead of outsourcing graphic design work	More consistency, more flexibility	1) Full Time-\$47,700 2) Part Time-\$20,000	Fall 2011
13	Athletics	Revenue Generation	Increase revenue generated by athletics with revenue goal of \$300K for FY2012	Enhance University branding, support Community engagement	\$182,000*	Ongoing throughout FY2012

*There may be additional costs of implementation





Efficiency Initiative Template

Efficiency Initiative Goal 1: Improve the efficient use of adjuncts and student workers by zero-basing the budgets every year, and develop criteria and a policy that requires a justification and approval process for all expenditures

Department: Academic Affairs

Expected Benefit:

Qualitative:

- Establish a more strategic and efficient use of adjuncts and student worker
- Encourage Department Chairs and Deans to promote full teaching loads and utilization for existing faculty, and to hold faculty accountable for these expectations
- Ensure consistency in the use and compensation of adjuncts across all programs, and encourage Schools to take more ownership and accountability of these expenditures

Quantitative:

- Reduce adjunct expenditures by \$100,000
- Improve utilization and productivity of full-time faculty through increased credit hours generated by these faculty and/or that time spent on non-instructional activities reflects the priorities and best interests of the university

Expected Cost (If any): None

Process

#	Key Tasks	Completion Date	Responsibility	Status
1	Identify adjunct and student worker expenditures and faculty workload for 2010-2011, and analyze finding, trends, and identify recommendations for improvement	May 15	Josh Weber	Complete
2	Develop adjunct and student worker use criteria	June 1	Josh Weber; Terry Prescott	Complete
3	Develop adjunct/student worker policy and approval process	June 15	Josh Weber; Terry Prescott	Pending approval
4	Establish process for evaluating adjunct/student worker use and expenditures, and forecasting and budgeting for adjunct use in future fiscal years	July 1	Josh Weber; Terry Prescott	Pending
5	Implement new adjunct use procedures	Fall 2011	Terry Prescott; Department Chairs; Deans	Pending

Key Completion Barriers

- 1.



Efficiency Initiative Template

Efficiency Initiative Goal 2: Eliminate the printing and distribution of the UDC Course Guide

Department: Academic Affairs

Expected Benefit:

Qualitative:

- Advance commitment to sustainability by reducing demand for paper and avoiding waste
- Free up funding to potentially be used for marketing in a more strategic, targeted fashion
- Direct additional traffic to our recently revitalized website
- Create new impressions by driving more users to the online course guide, measured in hits

Quantitative:

- \$243,211 annually (cost-savings of not printing (at a cost of \$171,661) or mailing (\$71,550) course guides to all households in the District).
- More than 35 million sheets of 8.5” x 11” newsprint annually saved.

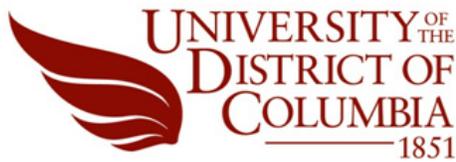
Expected Cost (If any): \$0 (no additional costs—net savings indicated above; UDC will continue to incur creative costs to produce course guide)

Process

#	Key Tasks	Completion Date	Responsibility	Status
1	Develop new course guide strategy in conjunction with Registrar and Director of Marketing and Communications	January 2011	Josh Lasky	Done
2	Obtain approval from Provost to pursue new course guide strategy	January 2011	Josh Lasky	Done
3	Issue new solicitation for post card design and printing services	February 2011	Jackie Malcolm	Done
4	Distribute course guides and postcards announcing summer and fall course offerings	April-June 2011	Laverne Hill-Flanagan	Done
5	Collect and review feedback from District residents on new strategy	June-July 2011	Josh Lasky	Done
6	Evaluate effectiveness of new strategy and make revisions as needed	July-August 2011	Josh Lasky	Done
7	Provost approves decision to discontinue printing of the course guide and postcards entirely.	August 2011	Josh Lasky	Done

Key Completion Barriers

1. Managing feedback received from District residents in Wards 1 through 6 who expected a printed copy of the course guide to arrive in their mailbox.
2. Remaining sensitive to the political implications of course guide distribution and ensuring opportunities to access course information regardless of computer ownership/literacy.



Efficiency Initiative Template

Efficiency Initiative Goal 3: Eliminate non-essential travel and reduce discretionary travel

Department: Academic Affairs

Expected Benefit:

Qualitative: better tracking and data reporting

Quantitative: cost savings (TBD after audit) and reduction in greenhouse gas emissions

Expected Cost (If any): \$TBD

Process

#	Key Tasks	Completion Date	Responsibility	Status
1	Use data collected for the internal travel audit by the BOT to gather travel data including costs, destinations and green house gas emissions	TBD	BOT and auditor	Done
2	Define criteria for determining what is essential travel	30 days after audit	Howard Ways	Pending
3	Determine if there are existing cost guidelines for travel	30 days after audit	Howard Ways	Pending
4	Determine tracking system which allows for data to be coded by department	45 days after audit	Howard Ways	Pending
5	Develop a travel request submission and approval process which supports the data tracking system	60 days after audit	Howard Ways	Pending
6				
7				

Key Completion Barriers

1. Collection of data. Need to confirm that the BOT audit is capturing the kind of data needed for this project.
2. Reviewing best practices from higher education for developing an approval and tracking system

Efficiency Initiative Goal: To control spending on office supplies and mandate that the University purchase office supplies from contractors that have negotiated contracts with the University.

Department: Office of Contracting and Procurement

Expected Benefit:

Qualitative: Greater control on University spending, more competitive pricing for purchasing, savings can be used toward enhancing the University’s strategic objectives

Quantitative: Approximately \$170K¹

Expected Cost (If any): None

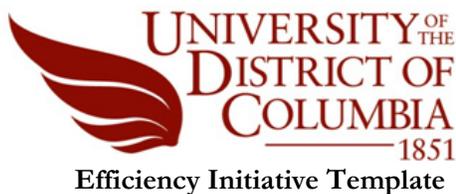
Process

#	Key Tasks	Completion Date	Responsibility	Status
1	Identify potential contractors (Certified CBEs that sell office supplies and purchasing consortia that sell office supplies)	August 2011		Done
2	Negotiate discount pricing with each of the CBE contractors (Purchasing consortia prices are already negotiated). CBEs are competing to enter into a BPA (approximately 4) with the University with a potential maximum dollar value of \$100,000.	November 2011		Pending
3	Prepare BPA Agreements	November 2011		Pending
4	Educate University Community -Put out a policy on UDC Communications and myUDCs. All University purchases must go through the negotiated contracts. -Requisitions: Easily controlled -P-Card. Agree and sign meeting.	December 2011		Pending
5	Start purchasing	FY2012		Pending

Key Completion Barriers

1. Resistance from the Community
2. P-Card compliance
3. Extra workload on procurement

¹ Estimated 20% savings from estimated spend of \$850K per fiscal year



Efficiency Initiative Goal: Develop more sustainable and efficient print practices with student-related publications

Department: Student Affairs

Expected Benefit:

Qualitative: -Paper reduction / reproduction
 -Ability to update / modify
 -Increased accessibility
 -Less waste (excessive printed copies in the past)

Quantitative: Student Handbook: Cost-savings of approximately \$4k
 Trilogy: TBD-contingent upon student discussion and buy-in
 Yearbook: Cost savings of approximately \$8K (Contingent upon student discussion)

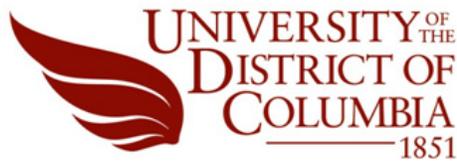
Expected Costs: Student Handbook: None; Trilogy: TBD; Yearbook: TBD

Process

#	Key Tasks	Completion Date	Responsibility	Status
1	Cut back the number of student handbooks printed by 1/3 to set an example of more efficient and sustainable printing practices	August 2011	AVP-Student Affairs	Pending
2	Work with student yearbook staff to determine effective and efficient “print amount”	September 2011	AVP-Student Affairs, Sustainability Manager	Pending
3	Work with Trilogy newspaper staff to discuss online publications as part of “green initiative”	August 2011	AVP-Student Affairs, Sustainability Manager	Pending
4	Collaborate with webmaster regarding marketing and publication of online documents	August 2011	Unit(s)	Pending
5	Contact publishers/vendors to provide appropriate specifications/format for electronic publication	September 2011	Unit(s)	Pending
6	Distribute emails or postcards to students regarding availability and online publication of documents	October / November 2011	Unit(s)	Pending
7	Evaluate student / customer response or satisfaction with transition to online format	March – May 2012	AVP-student affairs	Pending

Key Completion Barrier

1. Student demand / resistance to electronic copies



Efficiency Initiative Template

Efficiency Initiative Goal: To offer summer housing to UDC summer school students and interns from across the nation to create a financially sustainable residence life program.

Department: Office of Residence life, Division of Student Affairs

Expected Benefit:

Qualitative:

- To increase access to affordable summer housing for undergraduate student interns around the country.
- To be competitive with the summer housing offerings of the DC metro area’s colleges/universities. (Howard University, American University, George Washington University)
- To increase visibility and gain an increased positive image of the University through exposure to University housing

Quantitative: \$68,000 additional revenue (Increase Summer revenue from approximately \$44,000 to approximately \$112,000²).

- To increase the efficiency of the current apartments leased by the University during the summer season (May 15th-August 5th). (Currently only using 30% of leased space in the summer-would like to increase this rate to at least 80%).
- To generate revenue dollars so that the housing program can become financially sustainable

Expected Cost (If any): Marketing \$ 1,500; Cleaning \$9,000; Additional amenities \$ TBD

Process

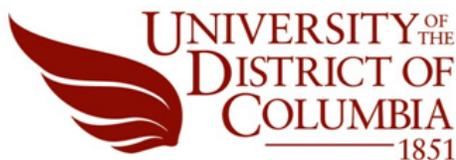
#	Key Tasks	Completion Date	Responsibility	Status
	Create marketing and communication for trial run of summer internship housing program (Email internship list-servs, flyers in the community)	May 2011	Office of Residence Life	Complete
2	Create an occupancy standard for University summer school participants vs. summer interns (30% summer school students and 70% summer intern goal for Summer 2011).	June 2011	Office of Residence Life	Complete
3	Create revenue projection models based on	July 2011	Office of the	In

² There is a total of 100 beds with 30 beds allotted for summer school occupancy and 70 beds allotted for summer interns with UDC students taking priority. Assumes 100% of beds filled for summer school occupancy (\$1470 for 6 weeks) and assumes 80% of beds filled for summer interns for an average of 8 weeks at \$250/week. These projections are based on the current situation in Van Ness South.

	research of local University summer intern housing programs to create “best rate.”		Managing Director of Finance	progress
4	Create a marketing and communication plan and increase level of amenities to attract the best student interns and to compete with peer institutions.	October 2011	Communications/Office of Residence Life	Pending
5	Secure contracts that will optimize the intern experience and protect the university’s rental investment (Cleaning contract, toilet/linen contract)	November 2011	Facilities and Real Estate/Office of Residence life	Pending
6	Inform community residents of our plans in an open hearing to further develop the Van Ness UDC community relations. (Sent out emails, post ads, hold meetings)	December 2011	Facilities and Real Estate/Office of Residence Life	Pending
7	Add support (summer interns or positions) to residence life program to handle inquires, fund collection, move-in	January 2012	Office of Resident Life	Pending
8	Implement marketing and communications plan and recruit summer students and interns for housing facilities.	Spring 2012	Office of Resident Life/Marketing	Pending

Key Completion Barriers

1. Van Ness community’s negative opinion of UDC/ other college students residing in the Archstone Van Ness apartment building.



Efficiency Initiative Template

Efficiency Initiative Goal: To practice energy conservation methods in University facilities to more effectively utilize existing resources and to bring down energy costs.

Department: Real Estate and Facilities Management

Expected Benefit: Energy and cost savings

Qualitative: Promote sustainability by saving on energy and paper resources.

Quantitative: Savings will be determined by September 2011

Expected Cost (If any): TBD

Process

#	Key Tasks	Completion Date	Responsibility	Status
1	Lights turned off in classrooms, labs, rest rooms and hallways every evening after completion of cleaning	Continuous	Monitor janitorial contractor	Done
2	Employees to collect personal trash and recyclables from offices to the central location	Continuous	UDC staff	Pending until janitorial contract is in place
3	Unplug all non-essential electronic devices from their power source before you leave for the evening. If you use a power strip, simply unplug the power strip from the outlet(s).	Continuous	UDC Staff	Pending approval
4	Cut and cap utilities at PR Harris to consolidate building operations and resource consumption in only areas that are occupied by tenants. (AG)	Winter 2011	Facilities and Real Estate (Capital Const.)	Pre-design
5	All reproduction request will be completed as two sided copies, unless written permission from the VP and/or Dean	Continuous	Campus Services - Reproduction	Pending Approval

Key Completion Barriers

- 1.

Efficiency Initiative Goal: Implement network wide power saving policy

Department: Office of Information Technology

Expected Benefit:

Qualitative: Environmental Benefit-Reduce Power Consumption

Quantitative: \$37,500 (Estimated Cost Savings³)

Expected Cost (If any): No extra costs anticipated

Process

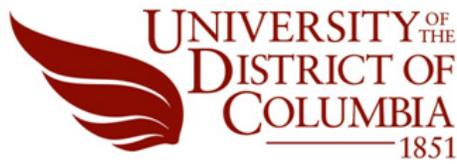
IT will implement a system wide policy that will automatically configure user's PCs to utilize best practices. Monitors will be set to power down after 15 minutes of non usage, followed by hard drives after 30 minutes, and finally machines will enter suspend after an hour. IT will also create quantitative data based on current system population and model data to estimate potential energy savings.

#	Key Tasks	Completion Date	Responsibility	Status
1	Planning	6/1/2011	OIT	Done
2	Project Design	6/22/2011	OIT	Done
P	Implementation	9/30/2011	OIT	Done
4	Monitoring	10/31/2011	OIT	Done
5	Feedback	10/31/2011	OIT	Pending
6	Closing	11/30/2011	OIT	Not Started
7	Periodic updates	Quarterly	OIT	Not Started

Key Completion Barriers

1. Notifying end users
3. Quantifying power savings

³ This estimate assumes 1,000 computers on campus with 75% without power-management features currently activated.



Efficiency Initiative Template

Efficiency Initiative Goal #1: Re-organize the department under more functional lines to better serve University Community.

Department: Office of Human Resources

Expected Benefit:

Qualitative:

- Improved customer service by providing subject matter experts.
- Provide clearer understanding of departmental expertise and its staff.
- Decrease service delivery time.

Quantitative:

- Provide strategic recruitment guidance
- Provide assistance to hiring managers in creating specific Job Descriptions that better define each position
- Provide competitive salary ranges to hiring managers
- Subject matter experts to provide training
- Reduced transaction processing time by 50%

Expected Cost (If any):

- Additional Training & Development Expert, Employee & Labor Relations Professional, and Classification and Compensation Professional

Process

#	Key Tasks	Completion Date	Responsibility	Status
1	Assess skills of all HR staff and assign each to appropriate units	October 2011	Head of HR (CHRO)	Done
2	Develop Position Descriptions for Employee & Labor Relations Professional, Classification & Compensation Professional, and Training & Development Professional	December 2011	CHRO	Done
3	Recruit Subject Experts in areas listed above	February 2012	CHRO	First one done. Others to be completed by 2-12

Key Completion Barriers

1. All Tasks being done by CHRO without administrative assistance, which may delay recruitment process



Efficiency Initiative Template

Efficiency Initiative Goal #2: Create new orientation program for University and templates for departmental orientations.

Department: Office of Human Resources

Expected Benefit:

Qualitative:

Employees

- Gain a better understanding of the University as well as their role
- Better understanding of the expectations of the institution and performance management.
- Ability to develop Individual Development Plan
- Sees University as a progressive employer

Supervisors

- Gain employees who have clear understanding of their role and responsibility
- Receive template for departmental orientation
- Opportunity to be pro-active relative to performance management
- Gain employees who are ready to assume responsibility

University

- Better management of Performance Plan
- Improve employee morale
- Improve retention

Quantitative:

- Decrease recruitment cost
- Improve employee morale and productivity
- Help improve University image

Expected Cost (If any): N/A

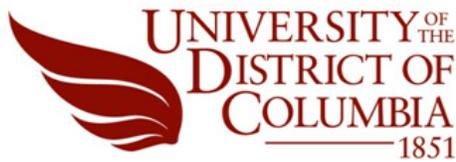
Process

#	Key Tasks	Completion Date	Responsibility	Status
1	Prepare script for President and Provost's welcoming speeches as part of orientation program	February 2012	Director of Professional Training & Development	In progress
2	Invite key personnel to participate	February 2012	Dir. Of T&D	In progress
3	Structure and develop orientation session and coordinate with all HR staff as to documents required	February 2012	Dir. Of T&D and HR staff	Done

4	Create template for departmental orientation and Individual Development Plan	March 2012	Dir. Of T&D in collaboration with hiring managers	In progress
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Key Completion Barriers

1. Collaboration with public affairs staff and other departmental staff



Efficiency Initiative Template

Efficiency Initiative Goal: Reduce reliance on external consultants for marketing and communication needs. Handle everything in-house. Reduce/eliminate need for hard copy communications.

Department: Community College

Expected Benefit:

Qualitative: Will significantly reduce costs of paying consultants to manage communications for the Community College.

Quantitative: \$21,100 (cost estimate from vendor)

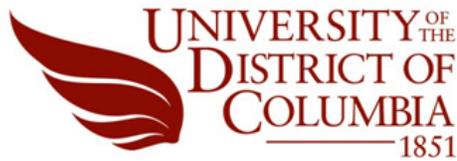
Expected Cost (If any): Membership to online services-about \$360

Process

#	Key Tasks	Completion Date	Responsibility	Status
1	Develop system to handle communications in-house	AY 10-11	Office of the CEO	Done/in process
2	Purchase membership to online communication service; train staff to use online communication services to send out all announcements, invitations, and newsletters	January 2011	Office of the CEO	Done
3	Train staff to build and edit html templates to develop student newsletters and external newsletters	June 2011	Office of the CEO, Student Success	Done
4	Develop all press releases, invitations, announcements, and flyers in house	September 2011	Office of the CEO	Done
5				
6				
7				

Key Completion Barriers

1. Staff is engaged in self-training to handle html templates, but have encountered some barriers in working with online services for this purpose. Need to figure best mechanism for design and delivery.



Efficiency Initiative Template

Efficiency Initiative Goal: Increase revenue generated by athletics with revenue goal of \$300K for FY2012

Department: Intercollegiate Athletics

Expected Benefit:

Qualitative: Efficiency efforts enhance University branding initiatives, support community engagement, support programs and events

Quantitative: Increase FY2011 revenue by \$182,000 in FY2012.

Expected Cost (If any): TBD

Process

#	Key Tasks	Completion Date	Responsibility	Status
1	Implement Firebirds Forever Support	Aug. 2011	Athletics Senior Staff	Done
2	Develop additional corporate relationships	Ongoing	AD/Assoc. AD	In progress
3	Continue athletics facility rentals	Ongoing	AD/Assoc. AD	Ongoing
4	Implement revenue-generating events	Ongoing	Athletics Staff	In progress
5	Garner NCAA and Conference grants & revenue	Conference grant application submitted June, 2011	AD/Assoc. AD's	In progress
6	Increase ticket and Merchandise sales	Ongoing	AD/Assoc. AD's	In progress
7	Textbook Buy Back	Per semester	Assoc. AD- Academic Support and AD	Ongoing

Key Completion Barriers

1. Spending Freeze – need to identify and expend dollars to implement strategy
2. Natatorium renovation not completed in December, 2011 as expected
- 3.

Efficiency Initiative Goal: Hiring an experienced, in-house Graphic Design Manager

Department: University Relations and Public Affairs

Expected Benefit:

Qualitative:

- The University will have a resident graphics expert for all staff to utilize by contacting Marketing and Communications.
- Allow key staff to focus on their outlined tasks and responsibilities instead of being pulled away to complete graphic design requests
- Allow key projects to be completed in-house with more flexibility than working with an outside vendor.
- Ensure consistency of all branded material design (logos, brochures, letterhead packages, online newsletters, ad hoc advertisements, postcards, flyers, posters, e-blasts, portal graphics, etc.)

Quantitative:

- Scenario I: Full-time in-house graphic designer: Approximately \$117K worth of work can be brought in house
- Scenario II: Part-time in-house graphic designer: Approximately \$50K worth of work we can bring in-house

Expected Cost (If any):

- Scenario I: Full-time: \$69,300 (\$55,000 salary plus 26% benefits)
- Scenario II: Part-time: \$30,000

Process

#	Key Tasks	Completion Date	Responsibility	Status
1	Complete position description and obtain approval from VP of University Relations and Public Affairs	4/1/11	Jackie, Susan, Natalie, and Brian	Done
2	Work with Budget and Finance to identify salary and benefit dollars	8/22/11	Jackie, Susan, and budget representative	Pending
3	Classification of position with HR	8/29/11	HR	Pending
4	Advertising of position on Web and other essential publications	9/13/11	HR, Susan, Jackie	Pending
5	Screen potential interviewees	9/27/11	Jackie, Susan, Natalie, Brian	Pending
6	Schedule interviews	9/30/11	Jean Catchings	Pending
7	Conduct final interviews of three candidates with VP of University Relations and Public Affairs	10/6/11	Jackie, Susan, Natalie, Brian and Alan	Pending

8	Make an offer to the selected candidate	10/13/11	Alan and HR	Pending
9	Complete 52 paperwork for hiring	10/15/11	Jean	Pending

Key Completion Barriers

1. No budget dollars for hiring
2. Key responsibilities to be completed by HR which may not have the same sense of urgency the department has.