

SOUTHERN ILLINOIS UNIVERSITY CARBONDALE

**Non-Instructional Program Review Committee
Final Report and Recommendations**

November 2016

Appointed Committee Members:

Rae Goldsmith, Co-Chair
Judy Marshall, Co-Chair
Debbie Abell, Procurement Services
Kevin Bame, Administration and Finance
Deborah Barnett, Student Affairs
Tena Bennett, A/P Staff Council
Scott Bridges, Information Technology
Johnathan Flowers, Graduate & Prof. Student Council
Kevin Gettis, Undergraduate Student Government
Andrea Imre, Faculty Senate
Jill Kirkpatrick, Bursar
Cheryl Reinhardt, Academic Affairs
Charles Ruffner, Graduate Council
Mark Scally, Intercollegiate Athletics
Tony Travelstead, Civil Service Council
Jennifer Watson, Human Resources
Scott Weber, Plant and Service Operations

COMMITTEE CHARGE AND BACKGROUND

The ad hoc Non-Instructional Program Review Committee was appointed by Interim Chancellor Brad Colwell. The chancellor gave the committee the following charge:

“Review administrative and operational structure and expenses with a focus on identifying potential cost savings through increased efficiency, consolidation or other measures. While the committee may choose to look at individual units, a primary focus should be cross-functional or university-wide efficiencies that will yield long-term savings. For the purpose of this committee, ‘administrative and operational structure and expenses’ includes any expenses not directly related to instruction.”

The committee, which held its initial meeting in February 2016 and completed its work in November 2016, reviewed and discussed:

- The work of previous task forces on agility and efficiency, budget and planning, and revenue sources,
- Campus organizational structure,
- More than 100 suggestions from the campus community, and
- A number of supporting documents, such as a list of accounts, units in deficit, administrator and staff to student ratios and comparative benchmarks, and more.

In addition, the committee invited a number of unit representatives for presentations and the opportunity to discuss the missions of their departments serving students or supporting university operations, recent successes, budget and staffing, current strategies to generate efficiencies or new revenue, other efficiencies or revenue-generating ideas they are considering and potential impact as well as barriers to implementation. These units include athletics, undergraduate admissions, information technology, property control, procurement, plant and service operations, research, and student affairs, including auxiliary enterprises.

Finally, the committee has discussed in depth a number of other relevant topics reflected in this report.

The committee members have taken their responsibilities seriously, and conversation was collegial and productive. The committee thanks and acknowledges the good will of the representatives of offices who came to present at meetings.

GENERAL OBSERVATIONS

Scope: The committee’s assignment was to look at long-term efficiencies and revenue opportunities rather than immediate savings that would address current financial issues. The committee acknowledges that much like the task force reviewing academic programs, some recommendations may take multiple years to implement. However, others may be moved forward more quickly with appropriate approval. In addition, some recommendations will require additional exploration due to their complexity and potential impact.

Level of participation and agreement: The committee represented a number of offices, constituencies and perspectives. Understandably, there was not uniform agreement in every discussion or on every recommendation. However, nearly all committee members attended and actively participated in most

meetings, and all interaction was professional, respectful and collegial. Each recommendation in this report, while not necessarily unanimous, reflects the agreement of the majority of committee members.

Assessing potential savings: Because a number of recommendations require additional investigation and could be implemented in different ways or within different timeframes, the committee did not attempt to identify the total savings or revenue that could be generated if all of its recommendations were followed. If a clear savings to a specific recommendation could be identified, the amount is included in the recommendation.

Impact of past cuts: After a review of budgets and conversations with a number of units, the committee acknowledged that most administrative units are already lean – and leanly staffed - after multiple budget reductions over multiple years. In addition, the campus completed a permanent state budget reduction of 10 percent, or \$21 million, earlier this fiscal year. In some cases, including information technology and athletics, units are operating with significantly lower budgets than peer institutions. Units across campus indicated that they are challenged to deliver expected programs and services, and some units are carrying on-going deficits. In spite of these challenges, the committee believes that there are multiple areas that should be considered to create additional, campus-wide efficiencies.

Steps already taken: Notably, the committee recognized that some steps under its purview were already taken or under consideration, such as uncapping of credit hour charges and the launch of a crowdfunding site to support small but needed projects. Others are noted in the recommendations.

Impact on employees: Committee members were sensitive to the impact that some recommendations may have on employees, including their own units, but felt a responsibility to recommend options for consideration in order to fulfill its charge. In many of these instances, further exploration will be required. The committee acknowledges the ultimate decisions to pursue and possibly implement recommendations will rest with institutional leadership.

Understanding of budgets: Committee members observed that there is a lack of awareness and understanding of the budget process and the differences between types of accounts and how units are funded. This lack of understanding contributes to perceptions about the ability of some units to make large cuts to address broader, university-wide financial issues. An example, athletics, is discussed further in the report. The committee encourages the university to continue efforts to build understanding of the budget. To start, see <http://chancellor.siu.edu/budget/resources/index.php> for a description of operating and capital budgets. Also, the reorganized Chancellor's Planning and Budget Advisory Council held its initial meeting in late October 2016 and was charged with identifying short-term cash savings and long-term restructuring and reorganization as it relates to the allocation of resources. The group is expected to use this report as it begins its work.

Accountability and education: Finally, the committee believed that many policies and guidelines to manage costs are in place but not uniformly applied or enforced across campus. In many cases, accountability for enforcement of existing policies and common-sense efforts will yield savings in units across campus. Further, education about the costs of some practices, such as the use of desktop printers, may motivate staff across campus to make different decisions about the use of resources. These issues are further discussed in the recommendations that follow.

The committee's recommendations follow. A summary of recommendations is included as Appendix A.

RECOMMENDATIONS

1. Ensure accountability for and compliance with existing policies and guidelines

The university has a number of policies and procedures regarding the use of P-cards, human resources, travel, and procurement that are designed to help individual offices and the greater university manage costs. However, these policies may not be widely understood, and enforcement of compliance is inconsistent. Policies need to be reviewed for clarity and compliance, and enforcement must be consistent across campus. Examples follow:

P-Cards: The appropriate use of Procurement Cards (P-Cards) reduces paperwork, speeds the purchasing process, and returns more than \$300,000 in “rebates” annually to the university. Less than one-third of the rebate is used to cover the direct costs of P-Card administration, with the remainder used for student scholarships. For these reasons, the university welcomes and encourages the appropriate use of P-cards (see <http://procurement.siu.edu/pcard/> for more information). However, offices or individuals who use P-Cards inappropriately, often unintentionally, may not be held accountable for these errors because they are identified after-the-fact, when the expense has already been made. In addition, some offices are consistently late reconciling P-Card purchases; delays require staff intervention, which comes with a cost.

Human Resources: The paperwork required to hire employees may be delayed due to various reasons including the lengthy approval process, staff who are unfamiliar with the required documentation, department and/or employee not completing paperwork in a timely manner, and contracts which arrive at Human Resources after the scheduled payroll processing date. Currently, if a contract arrives after the payroll run and the employee has not received payment, a manual quick pay is processed for this employee. The quick pay process involves both Human Resources and Accounting Services staff and is not an efficient use of their time. During fiscal year 2016, there were 2,392 manual quick pay checks processed. Each manual quick pay is the equivalent of running a separate mini-payroll, which results in a higher risk of errors. Also, employees who report to work before the hiring process is complete may create a liability for the university.

Travel: State and university travel regulations recommend the use of state rates for hotels when available, but not all offices request state rates, meaning that they may spend more on hotel rooms than necessary. In addition, employees should be encouraged to make travel arrangements well in advance, as costs for flights and hotels are typically significantly higher the closer to the date of travel. The university must report expenses in excess of state travel regulations to the Illinois Higher Education Travel Control Board, which has the authority to deny the payment of these expenses. Also, the university must annually report the cost of state-funded travel to out-of-state locations to the Illinois State Legislature for its review.

Procurement: Procurement Services assists departments with buying goods and services at competitive prices. SIU’s procurement practices must comply with the rules, regulations, and guidelines established by the State of Illinois, the Illinois Procurement Code, and the SIU Board of Trustees. Currently, there are three methods of procurement for goods and services: P-Card, Direct Voucher (Invoice Distribution Form), and purchase requisition. Dependent upon the total dollar amount of the transaction, there are various documents and approvals/signatures which must be obtained prior to the completion of the purchasing process. Specific details may be found at: <http://procurement.siu.edu/how-to/index.html>. Purchasing transactions can be processed in a variety of ways, but all purchases must follow State of

Illinois policies and procedures. Some of these add significant time to the procurement process. Other policies have been established within the university that may also complicate the process.

Recommendations:

- Supervisors should hold employees accountable and should themselves be accountable for appropriate use and timely reconciliation of P-Card expenses and compliance with procurement policy.
- More than three P-Card violations within a 12-month period will result in the suspension of the P-Card for a time period of no less than 90 days.
- Hiring paperwork must be received in Human Resources five business days prior to the employee's start date to ensure timely processing to meet payroll deadlines.
- No new employee is allowed to work and no Dawg Tag Number is issued until hire papers are processed.
- Current employees who move to another position within the university or receive an increase in pay will be compensated at the new rate only after the appropriate paperwork is completed.
- Eliminate the processing of all manual quick pays, without exception.
- Prohibit the payment of all travel from state funds, with the exception of payments from LAC fee accounts (BP 270xxx), Extended Campus accounts (BP 372xxx) and Summer Session accounts (BP 378xxx).
- Less than one-half of all employees travel. Identify frequent travelers and reach out to provide succinct, easy to understand travel guidelines.
- Review the travel reimbursement process and update forms to be more user-friendly.
- Revise the purchase requisition e-form to be more user-friendly and efficient.
- Implement electronic workflow process to improve efficiency.
- Implement an improved electronic signature program.

2. Streamline business processes and workflow

Human Resources: The committee learned that the SIUC campus is implementing software, HireTouch, to automate employee hiring workflow, from job posting to on-boarding the employee. Key features include online position requests, approvals, applications, form collection, and data storage. Implementation of HireTouch will greatly reduce the amount of paper flowing from department to department; improve efficiencies in data entry, sharing and approvals; and enable a more complete set of standardized information being maintained in the Human Resources Management System (HRMS.)

The time keeping function (employee hours worked and absences) is not standardized, and data is not centrally stored. Since the inception of the Administrative Information System (AIS), SIU has owned three tools purchased from Oracle as part of the E-Business suite: Oracle Time and Labor, Absence Management, and Approvals Management Engine. By implementing these three tools, along with making improvements to the Management and Employee Self-Service modules of AIS, the Carbondale and School of Medicine campuses will reduce paper, improve efficiencies in data entry and validation, and realize many of the efficiencies that these tools offered that have never been utilized.

The student employment paper processes are currently paper-based and cumbersome for both the hiring unit and the student employee. The processes should be handled electronically so students do not

need to physically deliver hiring paperwork. No other staff member on this campus has to walk paperwork through to Human Resources.

Accounting/Accounts Payable: During a fiscal year, the Carbondale campus issues over 11,000 paper checks to pay vendors of goods and services. The estimated per check cost is \$7.15, which covers staff time, check stock, printing, and postage, or nearly \$80,000 annually. Converting to an electronic payment process has been under discussion for several years. A formal implementation process with US Bank began during spring 2016. When complete, this will reduce costs, and perhaps more importantly, reduce risks associated with processing and handling check payments to vendors. After factoring in the costs associated with electronic payments, it is expected the annual savings will be over \$50,000 after full implementation.

Miscellaneous Forms: The university is inundated with excessive and inefficient paper forms used in various business processes. These forms often require Entrust digital signatures which are slow and cumbersome. Some forms still require manual signatures. Documents are passed around by email making them unsecure and burdensome to handle (email/mail document – receive document – save document – sign document – print document – email/mail document). Countless hours are spent to support this process, and documents cannot be tracked. Technologies, including e-signature and workflow engines, exist today that can automate these processes. Implementing this technology will incur significant upfront costs, as much as \$100,000. SIUC will also be required to change business flow, re-evaluate the approval process, and commit to a digital solution. Opportunities include processes related to procurement, equipment inventory, surplus property, key control, Plant and Service Operations work orders, and others. Essentially, any paper form (eforms.siu.edu) requiring some form of signature is an opportunity for change.

Recommendations:

- The committee supports and recommends moving forward with the full implementation of HireTouch, an automated workflow system, as soon as possible.
- The university should implement the Oracle Time and Labor, Absence Management, and Approvals Management Engine for AIS (also known as Oracle E-Business Suite). The software is already owned; the committee acknowledges that costs will be incurred to implement the products.
- Review and modify the student employment hiring process to utilize available technology.
- Reinforce the existing requirements that employees are paid and student financial aid refunds are issued through electronic direct deposits.
- Perform a review of the procurement process with a special focus on the time required to procure goods and services.
- The university should contract with US Bank to implement an automated clearing house (ACH) payment method for vendors, with implementation completed no later than June 30, 2017.
- The university should establish an infrastructure to support a paperless university where possible.
- A plan should be established to prioritize paper forms to be replaced with automated workflows to include digital signatures, E-Storage repository, and an appropriate and efficient approvals process.

3. Explore savings related to employment practices

Summer work and flexible work schedules: The committee discussed a number of alternative work schedules suggested by members of the campus community, including abbreviated work schedules, but chose not to recommend changes that would reduce compensation or health care and retirement benefits to current employees, as this would contribute to costly employee turnover. However, the university could choose to make selected changes that would improve employee morale, such as a four-day summer work-week in which employees worked the same number of hours over longer days with a day off.

Nine-month positions: While the committee does not recommend changing the work schedules of existing employees involuntarily, offices could generate significant savings by changing 12-month staff positions to 9-month positions when vacancies occur. Clearly, this would be an office-by-office decision based on summer workload. This approach might make positions attractive to individuals who would not otherwise consider applying.

Common payroll: Depending on contractual requirements, SIUC pays employees either bi-weekly, semi-weekly, or monthly. This results in over 60 separate payrolls processed each fiscal year. Minimizing the number of payrolls would improve staff efficiency.

Sick leave benefits: The Extended Sick Leave (ESL) benefit is available to Civil Service employees and approximates the 35.8 days of non-accruable sick leave benefit for Administrative and Professional (A/P) staff. Non-accruable sick leave that is unused does not carry forward to the next year. A/P staff also receive 7.2 days of accruable sick leave each fiscal year. Any absence that qualifies for the Family and Medical Leave Act (FMLA) is eligible for the ESL benefit with proper documentation and approval by Human Resources. While there may be the perception that the ESL benefit does not carry any financial cost, SIUC paid \$823,457 for ESL benefits in fiscal year 2016.

Outside of the SIU system, only two other Illinois public universities have an extended sick leave benefit for Civil Service employees: Illinois State University and Northern Illinois University. In addition, the committee is not aware of any other Illinois public universities offering 43 non-accruable sick days to Faculty and A/P staff. In comparison, the University of Illinois offers 13 non-accruable sick days to Faculty and A/P staff, and Northeastern Illinois University allows 10 non-accruable sick days to A/P staff only.

Recommendations:

- The committee encourages additional exploration of alternative work schedules.
- The nature of every position should be considered when vacancies create opportunities for reconfiguring or rethinking how work gets done.
- Convert monthly payrolls to semi-monthly.
- Seek legal counsel, if necessary, to work through bargaining agreements to allow changes to pay dates.
- Provide appropriate resources to assist with the challenges of the current payroll system and processes needed for project completion.
- Seek direction from legal counsel and consider working with bargaining units as appropriate to reduce number of days for Extended Sick Leave benefit and non-accruable sick days. There should be some consistency across all types of appointments and with other universities.

- Change the Extended Sick Leave benefit policy to require the employee to use 10 days of his/her accrued vacation or sick leave before ESL is effective.

4. Identify opportunities for shared services/centralization

Business Practices: The committee recognizes the need for a detailed analysis of our current business practices with the intent of moving to a shared services model. Decentralization on campus has resulted in the perpetuation of “generalists” fulfilling routine transactional tasks, often on an occasional basis. Consolidation of these tasks to “specialists” would result in greater efficiencies and fewer errors in paperwork. Best practices for public universities differ regarding the establishment of the Shared Services model. While some have formed resource or “go to” centers within the campus business offices, others have established “networked specialists” in administrative clusters which serve colleges or departments on campus. The model that would work best for our campus would require a thorough analysis along with a well-defined rollout plan to ensure campus buy-in.

It should be recognized that through attrition and previous budget reductions, the consolidation of transactional duties has already occurred in some cases within the current organizational structures. For instance, duties such as student payroll have been consolidated from many departments to a Business Manager model in colleges to enhance efficiencies and reduce duplication of effort.

Creative Services: The committee discussed the potential of shared creative and marketing services across campus including but not limited to web services, social media management, graphic design and printing. It was discussed that while there are some shared services across campus there are opportunities for more collaborations to occur which will flow into a consistent look and feel for the campus while creating efficiencies and having the potential for cost savings in equipment and personnel.

Cooperative Purchasing Contracts: The Illinois Public Higher Education Cooperative (IPHEC) is a cooperative organization consisting of all thirteen Illinois public institutions of higher education. Contracts have been issued to vendors to establish the most cost effective and efficient procurement for frequently purchased commodities and services. The contracts utilize volume discounts to obtain optimum pricing. The use of IPHEC contracts also saves a significant amount of time and paperwork involved in the bidding process.

Other Contracts – SIU System: All three campuses purchase similar goods and services from time to time. In many cases, SIU benefits from bundling these purchases in order to receive volume discounts. Examples of purchase orders issued between all three campuses to the same vendor for similar product/service are listed in Appendix B.

Software Purchasing and Contracts: The university should specifically pursue the consolidation of software contracts and purchasing within the campus as well as with SIUE and the School of Medicine. Currently, all software purchases are to be approved by IT. The purpose is to ensure that data included within software systems are secure, prevent redundant purchases, and offer savings via potential site licenses. However, this is not always done and purchases fall through the cracks, particularly P-Card purchases. To further the problem, departments are often unaware of existing site licensed software and may be unwilling to use existing site licensed software because of personal preference. The net result is that the university is not taking advantage of potential savings and redundant effort occurs in procurement, legal, and IT to review and process similar software purchases.

While the three campuses of SIU have made significant strides to combine contracts and leverage site licenses/bulk purchases, more can be done. Over the past couple of years, the campuses of SIUC and SIUE have saved approximately \$1 to \$2 million via system-wide purchases including maintenance agreements from Ellucian and Identity Finder. In addition, both SIUC and SIUE are investigating other opportunities to site license software needed at both campuses.

Technology: Shared technology services offer the potential for tremendous savings. Many universities have consolidated services such as their Enterprise Resource Planning (ERP) into one system. At SIU, SIUC and SIUE both license the same student information system but under separate contracts. Additionally, each campus is staffed separately. The opportunity to license a common ERP with the potential of reduced support staff may offer significant savings. In addition, one ERP across the SIU system would provide the opportunity to consolidate processes and standardize in many functional departments, creating greater efficiencies across human resources, payroll, procurement, asset control, accounting, financial aid, and bursar.

Other services specific to IT that would offer a potential savings would be to partner in such areas as data center consolidation, research computing (i.e., High Performance Computer), help desk software and operation, shared email system, consolidated active directory, identity management system, and security services (forensics, vulnerability testing, log analysis, etc.)

A shared services model is already in use across the system for Legal Counsel and Internal Audit.

Recommendations:

- The committee recommends establishing a working group to pursue a move to the shared services model for business practices on campus.
- Use business manager meetings as an avenue to encourage additional consolidation of duties and to share best practices currently in place within various campus units.
- Establish a working group to explore combining creative services from across campus.
- Require the use of available cooperative purchase agreements (IPHEC and other approved cooperatives) to procure commodities and services.
- Procurement Services should familiarize departments with current IPHEC contracts and demonstrate savings. They are summarized here: <http://www.iphec.org/awards>.
- Analyze the overall spend by vendor for the SIU system and identify common purchases.
- Look for cost-saving opportunities by leveraging the purchasing volumes at Carbondale, Edwardsville, and Springfield campuses for use in shared contracting to capitalize on possible volume purchase discounts.
- Much like the Dell purchase program utilized for most computer equipment purchases, the committee supports and recommends moving forward with a structured process to purchase software across campus.
- The committee also recommends that the campus work with SIUE to structure a process whereby a protocol is set forth to review software purchases on both campuses for potential cost savings.
- The university should pursue the consolidation of certain Information Technology services with SIUE and the School of Medicine.

5. Explore outsourcing

The committee discussed at length the potential of outsourcing selected services. Members raised concerns about the ability to generate real savings given past reviews, the impact on employees in affected units, and potential issues associated with quality control. At the same time, the committee received numerous recommendations to outsource in multiple areas, indicating that there is interest in a more thorough and public assessment of the benefits and risks of outsourcing.

A cost-benefit analysis will be required in order to make informed decisions about potential external contracting of services. Areas should be prioritized to create a manageable review process. Areas identified for consideration are:

- Janitorial services
- Grounds
- Printing and duplicating
- Travel services
- Facilities maintenance

Recommendations:

- Plant and Service Operations (PSO) administration develop a cost analysis of current PSO services and benchmark to cost studies prepared by the Association of Physical Plant Administrators (APPA) or other industry associations. The comparison data should be from institutions that outsource similar services.
- Once the analysis is completed, the information should be forwarded to the senior university administration for review and consideration of any future action, which may include the solicitation of proposals from outsourcing firms.

6. Eliminate state funding to centers/initiatives that should be self-supporting

A number of units are funded through a combination of state support and other types of revenue, such as user fees, student fees, external grants, the sale of tickets and other items, and contributions. Many of these subsidized units benefit individuals and groups external to the campus and provide community service programs and other non-instructional services, thus contributing to the region and helping to fulfill the public service mission of SIUC. Others function in academic support roles and provide valuable assistance to the instructional function.

Partially subsidized units and the amount of fiscal year 2017 state support at August 31, 2016, include:

- Broadcasting Service, \$879,645
- Counseling and Psychological Services (Student Health), \$647,739
- Economic Development, \$500,511
- Touch of Nature, including operation and maintenance, \$475,361
- Clinical Center, \$365,577
- Career Services, \$278,665
- University Museum, \$255,584
- University Press, \$170,284

- Continuing Education and Professional Development, \$127,000
- University Farms, \$108,034
- Summer Theater Stock Company, \$58,500

The research function of the campus is supported by a group of IBHE-recognized service centers which receive a portion of their operating budgets from state appropriated funding (fiscal year 2017 budgets as of August 31, 2016):

- Fisheries and Aquaculture Center, \$581,609
- Cooperative Wildlife Center, \$507,388
- Advanced Coal and Energy Research Center, \$335,441
- Center for Archaeological Investigations, \$90,004

In total, these 15 units received nearly \$5.5 million in FY17 state budget. This group of departments has already incurred 10 percent permanent cuts in state support in fiscal year 2016, and some were subject to additional cuts in fiscal year 2017. Two units that previously received state subsidies, the Center for Dewey Studies and the Soybean Center, no longer receive any state budget.

Intercollegiate athletics, which receives some state subsidy, is separately discussed in section 11.

Recommendations:

- Evaluate each unit to determine a reasonable plan to reduce and ultimately eliminate state support, with the goal of eliminating all state subsidies no later than fiscal year 2022.
- Expected state budget savings at the end of five years: \$5.5 million.

7. Enhance efficient use of technology

IT Centralization: Approximately four years ago, IT began a centralization initiative to consolidate decentralized IT staff across campus. These staff included desktop support personnel as well as Local Area Network (LAN) administrators. For those colleges/areas, centralization appears to have worked well. Efficiencies have been gained, better continuity between IT and individual areas across campus has resulted, best practice IT methods are instituted on a large scale, and IT provides adequate backup where in the past non-centralized areas had none when IT staff left the department or university, took vacation, or otherwise was unavailable. In addition, the centralization process provided campus units the ability to consolidate servers and systems within the Wham data center where enterprise level backup, controlled cooling environment, and 24x7 generator-enabled environment is supported.

Printing: University staff print over 19 million pages annually using desktop printers and networked Kyocera multi-function units provided through a campus contract with Stiles Office Supply. The total includes pages printed for classroom use as well as other departmental printing. Toner purchases for desktop printers cost more than \$500,000 annually. The cost per page for a desktop printer can be as high as 10 cents each, while the Stiles contract offers a per page cost that is less than one cent. Phasing out desktop printers, standardizing the purchase of new printers, and encouraging the use of available printing alternatives could result in significant departmental savings. The full printing proposal developed by IT is Appendix C.

Virtual Desktop Infrastructure (VDI) and Lab Reduction: Over 40 computer labs exist across campus, many of which are used only to deliver a specific software application. Support for these labs is supported by the Technology Enhancement Fund, a state-supported account which does not have adequate funding to support the number of labs. Virtual Desktop Infrastructure (VDI) offers a solution that many universities have implemented. VDI allows software for classroom use and general access to be distributed on a wide-scale to students in labs or carrying their own device. Students and faculty are no longer dependent on going to a specific lab to access software, and any location with a computer and internet connection becomes a computer classroom. In addition, “thin” clients that are low cost compared to the traditional desktop can be deployed in labs across campus. Because of the flexibility of VDI, the number of labs across campus can be right-sized, and the technology used within labs maintained at a lower cost. VDI has already been tested within centralized IT labs and Information Systems Technology (IST) with great success. Project Achieve and the College of Engineering as well as other areas across campus are interested in adoption. There will be significant one-time costs to implement this initiative, which should yield long-term savings.

IT Service Management (ITSM): IT Service Management is a strategic approach for planning, designing, delivering, managing, and improving the way information technology is used within an organization. The goal of every ITSM framework is to ensure that the right processes, people, and technology are in place so that the organization can meet its business goals. SIUC IT has purchased and is implementing an ITSM tool called “Cherwell.” Cherwell will become the backbone of IT and support the SalukiTech Help Desk (problem tickets), project management, requests for system access, request for service, Frequently Asked Questions (FAQs), etc. Fundamentally, Cherwell will change how IT operates, enabling IT to become more efficient, provide more customer friendly support, and foster efficiencies by enhancing and enabling IT processes across campus. Cherwell may be used by other areas across campus in a similar fashion as described above. This might include the Student Center, Housing, PSO, and other similar service areas.

Cloud Strategy: Cloud computing is a means of storing and accessing data and programs over the Internet instead of local computers. Cloud computing can be more expensive than on premise solutions, but the return on investment can be great for some applications and in certain situations. SIUC uses a blended environment. Office365 (email), the new Salukinet, Desire2Learn (D2L) and the Educational Advisory Board (EAB) Student Success Collaborative (SSC) are in the cloud. Banner (Student Information System) and AIS (Administrative Information System – Oracle E-Business Suite) are on premise within the Wham data center. The advantages of the cloud include enhanced disaster recovery and improved utilization of IT staff, leveraging the expertise of IT staff. There are numerous potential opportunities for SIUC. Certainly, as IT will ultimately combine the student and financial systems into one, a consideration should be made to move the new system to the cloud. A new phone system (SIUC’s is over 30 years old) could be hosted in the cloud. SIUC web sites (infrastructure) could be hosted in the cloud as there are multiple companies with this capability.

Microsoft Office365: Currently, the university licenses Microsoft Office365 for its business productivity toolset. Yet, many units across campus do not leverage the toolset to the extent required to operate optimally and in a way sufficient to dramatically impact efficiency. Examples would include no standard calendar for meeting invitation and coordination; use of Skype for face-to-face meetings, document collaboration, and instant messaging; and SharePoint for document storage and workflow. The key, again, will be SIUC’s appetite for change. To prove beneficial, SIUC will need to emphasize, and perhaps

even require, the standardized use of Office365 calendar and make it essential to keep it up to date. The same holds true for other tools within Office365. In order to leverage the toolset, staff will need to have access to appropriate training.

Recommendations:

- The committee supports IT centralization of staff and systems where appropriate.
- Specific analysis should be done as staff performing IT functions based outside of IT leave the university in order to complete the centralization of IT (phased approach).
- The committee supports the printing optimization initiative described in Appendix C.
- The university should pursue the use of Virtual Desktop Infrastructure (VDI) technology to decrease the number of computer labs and enhance the technology included within the labs while providing cost savings and efficiencies.
- The university should pursue the use of an IT Service Management framework to govern information technology across campus.
- The committee supports moving forward with the Cherwell implementation.
- Analyze each project and initiative to determine if a cloud-hosted solution is optimal in terms of effectiveness, efficiency, and cost.
- The university should better leverage and provide training in the use of office productivity tools (i.e., Office365).
- The administration should consider requiring the use of Office365 calendar as the standard university calendaring system, with proper training.

8. Review administrative and organizational structures for efficiency and cost saving opportunities

The committee recognizes the need to review all administrative positions at the top of the organizational structure with the same scrutiny as other areas of the university to identify cost saving opportunities. The committee discussed the possibility of reducing the number of colleges, including the graduate school and the university college. Merging colleges with tenured faculty has significant implications on faculty's academic status and on academic programs and thus falls beyond the scope of the work of this task force. The committee recognizes that any discussion of mergers in tenure granting colleges and programs needs to follow contractually agreed upon procedures requiring significant consultation with affected program faculty.

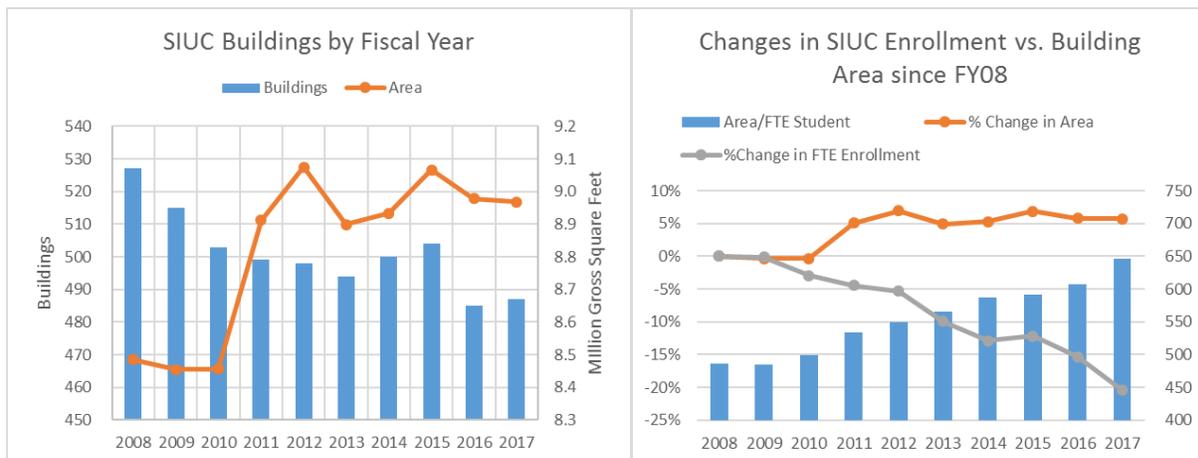
Recommendations:

- Each vice chancellor should review his/her administrative structure with the commitment to eliminate and/or reduce the number of top-level administrative positions.
- Review each college's administrative and organizational structure and aim to reduce and/or eliminate administrative costs by 10 percent, including reducing the number of associate deans to no more than two associate deans in larger colleges and no more than one associate dean in smaller colleges.
- Combine the admissions processes in undergraduate, graduate, and international admissions to eliminate duplication of effort and provide greater depth in staffing.

- Identify units that may be moved to different reporting lines to maximize shared services and efficiencies. These areas include but are not limited to:
 - Student employment services from the Financial Aid Office to Human Resources.
 - Economic Development from a direct chancellor report to College of Business.
 - Head Start from the chancellor to the College of Education and Human Services.
 - Institutional Research and Studies from the chancellor to the provost and vice chancellor for academic affairs.
 - Center for Teaching Excellence from the provost and vice chancellor for academic affairs to Information Technology.
 - Public Policy Institute from the provost and vice chancellor for academic affairs to the chancellor.
 - Clinical Center from the associate provost for academic programs to Counseling and Psychological Services (Student Health).
 - Information Technology from the provost and vice chancellor for academic affairs to the chancellor.

9. Explore efficient use of facilities

Space Utilization: Over the period of fiscal year 2008 to 2017, the number of campus buildings has dropped by 8 percent, while the total gross area has increased by 6 percent. Over the same period, the total full-time equivalent (FTE) enrollment has dropped 20 percent and the gross building area per FTE student has increased by 33 percent from 486 to 646 square feet/student. The change in space usage has created an opportunity to decommission some areas. These decommissioned spaces would have reduced costs for janitorial, maintenance, and, especially, energy and water consumption.



Campus-Wide Energy & Water Management Policy: The university spends over \$1 million each month in state funding for utility expenses including electricity, coal, and water. Other areas, especially auxiliary enterprises, pay their own utility costs which amount to \$3.7 million annually. The university does not currently have a campus-wide energy management policy. A policy would demonstrate a mandate for campus operations to be energy and cost efficient and would include support for promoting energy awareness within the campus community, managing thermostat set points, turning off lighting and

equipment when not in use, and enforcing efficiency standards in procurement and systems design, among other cost effective measures. Further, the policy would formalize a process of continuous improvement that measures and tracks energy and water performance, sets performance goals, creates and implements an action plan, evaluates progress, and recognizes achievement.

Energy & Water Awareness Campaign: Students, faculty, and staff can all play an important role in reducing the energy and water use and cost of operating the university. An awareness campaign would include improved metering, public presentation of energy and water performance benchmarks, energy reduction goals, recommendations for personal action, and recognition of achievement. If users learn to recognize the energy cost impacts of their decisions throughout the day, then they can be empowered to help manage those costs. For example, building occupants can help by turning off lights, computers, office equipment and by managing thermostat set points and schedules.

Information Technology Energy Management: Data from the 2012 U.S. Commercial Buildings Energy Consumption Survey shows that computing uses over 9 percent of total energy and 17 percent of all electricity for buildings in the education sector. In fiscal year 2016, the Carbondale campus spent \$6.86 million on electricity, accounting for 52 percent of all building-related utility costs. The Energy Star program of the US EPA and US DOE estimates that an energy management program can save \$40 per year per desktop computer controlled by an energy management policy. There are numerous software packages and services available to implement these policies on an enterprise level.

Procurement: Opportunities exist for the acquisition of equipment that is energy efficient. Procurement documents should include language requiring that all energy-consuming products must earn the Energy Star label by meeting Energy Star specifications in categories where qualifying products exist. Similarly, all water-consuming products must earn the WaterSense label by meeting those specifications for water efficiency and performance in categories where qualifying products exist. Further, for products where no Energy Star specifications exist, manufacturers must be required to provide documentation that energy-consuming products meet or exceed the federal efficiency standards for new products and the current requirements of the Illinois Energy Conservation Code.

Building Automation for System Scheduling and Ventilation Control: Physical Plant has demonstrated that its existing building automation network can be utilized to manage heating, ventilating, and air-conditioning (HVAC) and lighting systems to save energy during unoccupied hours within our facilities. However, many of our older facilities still do not have sufficient integration into this network to be centrally managed. Physical Plant should develop projects to expand this building automation network into facilities where unoccupied system control and/or improved ventilation controls could achieve significant savings for low project cost and a quick return on investment.

Recommendations:

- Investigate the feasibility of rearranging utilization of classroom and other spaces so that some may be decommissioned and put into a low-energy unoccupied state.
- The university administration, in conjunction with the Physical Plant, should develop and issue a campus-wide energy management policy to empower all campus users to take action to help manage utility costs.

- Physical Plant in conjunction with the Office of Sustainability should launch a coordinated effort to improve energy and water use awareness in the campus community.
- Physical Plant should work with Information Technology to implement some type of enterprise-level energy management program for all network-connected equipment.
- Physical Plant should work with Procurement Services to ensure that requirements for energy and water efficient products and systems are inserted into and enforced in all procurement documents.
- The university administration should review implementing a policy for efficiency standards more stringent than code for certain products and systems where cost effective.
- Physical Plant should develop projects, as finances allow, to expand the campus building automation network into facilities where improved controls could achieve significant energy savings.

10. Eliminate deficit spending

Multiple units: A number of units carry recurring cash deficits that in many cases grow every year. At the end of fiscal year 2016, deficit cash balances in units that should be self-supporting totaled \$3.8 million, excluding intercollegiate athletics, which is discussed in the following section. SIUC's cash is pooled for banking and investment purposes, so the overall cash balance of the university remained positive. However, the deficits must be covered by the greater university. Closing deficit units will not immediately address the problem, as the university will then need to cover the deficits from other sources of funding.

Recommendations:

- Identify units which have consistently carried deficit cash balances at the end of the last three fiscal years.
- Require long-term plans (no longer than five years) for eliminating the deficit.
- Establish a formal repayment plan.
- Ensure that the plan is followed. Require the appropriate vice chancellor to cover the deficit if the department cannot make the necessary progress.

11. Intercollegiate Athletics

Intercollegiate athletics is an integral component of the collegiate experience for many students, whether they are athletes or spectators. In addition, the Saluki athletic teams are supported by many alumni and have significant community support. Saluki Athletics competes in 18 sports with 350 student athletes.

Saluki Athletics generates revenue from the student athletic fee, ticket sales and other athletic revenue sources. In addition, Saluki Athletics receives annually approximately \$1.5 million in subsidy from the campus tuition revenue and state appropriations, or "state" budget. The state funding allocated to athletics is less than 1 percent of the annual funding for the campus. However, the revenue does not cover the current operating costs of the program. For FY2016, the athletic expenditures exceeded revenue by approximately \$3 million. The athletic administration has made progress in reducing certain

expenditures, but unfortunately revenue from the athletic fee and ticket sales has also decreased. The athletic department has accumulated a significant negative cash position.

The athletic department deficit spending is not sustainable in the long term. Given the significant deficit, a major review of the athletic operation should be conducted with the goal of developing a clear, executable plan with measurable targets. The review team should have broad representation, given the importance of athletics to the institution. The committee suggests that the review committee consider options to increase revenue, reduce the number of sports, reduce athletic scholarship costs, and make general reductions in all other expenditures.

Recommendations:

- The administration should conduct a review of the athletics operation, with the goal of developing a clear plan with measurable targets, no later than June 30, 2017.
- The role and mission of athletics at SIUC should be clearly defined, including the identification of an appropriate and consistent level of support (subsidy) for sustainability.
- The number of sports should be reduced.
- The number of and funding for scholarships should be reviewed.

12. Generate revenue to reduce reliance on state appropriation

Ongoing uncertainties in state appropriated funding for public universities are forcing institutions to diversify revenue streams beyond previously reliable appropriations. In addition to cost-saving measures and other long-term efficiency strategies presented in this report, this committee reviewed a number of revenue generating options including tuition revenue, sales and service, and private gifts.

Enrollment: Enrollment declines adversely affect tuition revenue, fee revenue, the stability of units relying on student fees for operations, and the broader campus budget and community economy. A lack of prioritization to ensure a fully staffed admissions office, lack of clear enrollment goals, and a gap in outreach to prospective students, combined with the state of Illinois' financial instability, have contributed to continued enrollment declines.

Interim Director of Admissions Terri Harfst presented strategies that have been implemented to increase enrollment for fall 2017. Strategies include establishing college/departamental enrollment goals in collaboration with deans; visiting all Illinois high schools; relationship building with regional high school administration and guidance counselors; connecting with high school students earlier (freshman/sophomore year); and creating an alumni referral program.

Alternative tuition rates: The university offers a number of alternative tuition rates, including special rates for border states, Southern Stars, legacy, and high achievers. The various rates have resulted in misunderstanding and confusion, particularly when a student may qualify for multiple alternative rates. The complexity of the rates is illustrated in a lengthy document that does not address all of the issues: <http://tuition.siuc.edu/alternatetuitionrate.html>. Some rates require separate applications. Also, the tuition "discount" associated with the alternate rates is not reflected on student billing statements, which adds to the confusion. Combined with the state's guaranteed tuition requirement, the tuition rate table maintained within the Registrar's Office contains over 14,000 lines of data, in part due to the

complexity of alternative tuition rates. The committee is not aware of current data that supports the outcome of the alternative tuition rates, i.e., did enrollment increase?

Conferences and Events: It is important to campus that we continue to host conferences and events to bring the community and region onto campus. These opportunities are used as a source of recruitment as well as an opportunity to generate revenue. There is also potential in this area for campus efficiencies as several departments plan and manage their own conferences and events when we have a department on campus that is specifically established to provide all the necessary services in one location. The utilization of this office could lead to efficiencies and potential cost savings. The university must continue to work towards increasing conference opportunities as well as looking at potential larger events that will have a more regional impact such as concerts. It is acknowledged that certain events carry a financial risk.

Private Gifts: The need for external financial support for SIUC is greater than ever, particularly for unrestricted gifts that may be used for many purposes. External investment in fully funded scholarships for students is a continuing need. Endowments help provide financial stability to the campus during times of financial uncertainty.

Other: Other revenue generating strategies should be reviewed, although they were not discussed in detail by this committee. Future exploration should include internal and external examples of effective revenue generation that might be replicated or modified to fit institutional needs.

Recommendations:

- The administration should continue to monitor the progress of strategies that have been implemented to increase on-campus enrollment.
- The university should continue to invest in a fully functioning undergraduate admissions staff and other costs necessary to promote SIUC to potential students.
- Analyze the financial impact on tuition revenue related to alternative tuition rates to determine if rates should be continued.
- Require use of the services offered by the Camps and Conferences unit for all conferences hosted on the campus.
- Educate the campus on potential opportunities for long-term, ongoing donor support through the SIU Foundation, and for short-term project and research support through the SIUC Crowdfunding Application, an effort that is already underway.
- Finalize and implement a policy (in development) allowing selected units to accept sponsorship and advertising to increase revenue; ensure that the policy reflects the implications of Unrelated Business Income Tax related to sponsorship and advertising revenue.
- Create a committee to explore other alternative sources of revenue that serve to advance the institutional mission. A similar committee produced a report in 2010-11 that may be used as a starting point for an updated effort.

CLOSING

The committee focused its work on identifying potential cost savings through structural changes to the organization and increased efficiencies that will yield long-term savings. However, work on some of the recommendations is already underway, and we encourage the timely completion of those efforts and the beginning of work on other initiatives. Some recommendations will require additional review due to their potential impact.

While the immediate state budget uncertainty was one impetus for this review, we also note the continuing need for the reallocation of existing resources to units that are critical to the mission of the university. The non-instructional units have been subject to prior reviews in 2005 and 2010. While some of the recommendations made in those reports were implemented, cost savings attributable to those initiatives are difficult to quantify. We have had the same challenge in assigning dollar values to the recommendations contained within this report. We did not attempt to identify the total savings that may occur if all of the recommendations are followed.

Another challenge involved the classification of units as “non-instructional.” The committee considered any expenses “not directly related to instruction,” but a number of units were mentioned during our discussions that appeared to fall outside the scope of this review. This includes Morris Library, Extended Campus, University College, Graduate School, Study Abroad, and others where review of the organizational structure and operations may result in efficiencies and financial savings.

Finally, the committee appreciates the opportunity to perform this review. We have taken our responsibilities seriously and look forward to the exploration and implementation of our recommendations.

SUMMARY OF RECOMMENDATIONS

1. Ensure accountability for and compliance with existing policies and guidelines

- A. Supervisors should hold employees accountable and should themselves be accountable for appropriate use and timely reconciliation of P-Card expenses and compliance with procurement policy.
- B. More than three P-Card violations within a 12-month period will result in the suspension of the P-Card for a time period of no less than 90 days.
- C. Hiring paperwork must be received in Human Resources five business days prior to the employee's start date to ensure timely processing to meet payroll deadlines.
- D. No new employee is allowed to work and no Dawg Tag Number is issued until hire papers are processed.
- E. Current employees who move to another position within the university or receive an increase in pay will be compensated at the new rate only after the appropriate paperwork is completed.
- F. Eliminate the processing of all manual quick pays, without exception.
- G. Prohibit the payment of all travel from state funds, with the exception of payments from LAC fee accounts (BP 270xxx), Extended Campus accounts (BP 372xxx) and Summer Session accounts (BP 378xxx).
- H. Less than one-half of all employees travel. Identify frequent travelers and reach out to provide succinct, easy to understand travel guidelines.
- I. Review the travel reimbursement process and update forms to be more user-friendly.
- J. Revise the purchase requisition e-form to be more user-friendly and efficient.
- K. Implement electronic workflow process to improve efficiency.
- L. Implement an improved electronic signature program.

2. Streamline business processes and workflow

- A. The committee supports and recommends moving forward with the full implementation of HireTouch, an automated workflow system, as soon as possible.
- B. The university should implement the Oracle Time and Labor, Absence Management, and Approvals Management Engine for AIS (also known as Oracle E-Business Suite). The software is already owned; the committee acknowledges that costs will be incurred to implement the products.
- C. Review and modify the student employment hiring process to utilize available technology.
- D. Reinforce the existing requirements that employees are paid and student financial aid refunds are issued through electronic direct deposits.
- E. Perform a review of the procurement process with a special focus on the time required to procure goods and services.
- F. The university should contract with US Bank to implement an automated clearing house (ACH) payment method for vendors, with implementation completed no later than June 30, 2017.
- G. The university should establish an infrastructure to support a paperless university where possible.
- H. A plan should be established to prioritize paper forms to be replaced with automated workflows to include digital signatures, E-Storage repository, and an appropriate and efficient approvals process.

3. Explore savings related to employment practices

- A. The committee encourages additional exploration of alternative work schedules.
- B. The nature of every position should be considered when vacancies create opportunities for reconfiguring or rethinking how work gets done.
- C. Convert monthly payrolls to semi-monthly.
- D. Seek legal counsel, if necessary, to work through bargaining agreements to allow changes to pay dates.
- E. Provide appropriate resources to assist with the challenges of the current payroll system and processes needed for project completion.
- F. Seek direction from legal counsel and consider working with bargaining units as appropriate to reduce number of days for Extended Sick Leave benefit and non-accruable sick days. There should be some consistency across all types of appointments and with other universities.
- G. Change the Extended Sick Leave benefit policy to require the employee to use 10 days of his/her accrued vacation or sick leave before ESL is effective.

4. Identify opportunities for shared services/centralization

- A. The committee recommends establishing a working group to pursue a move to the shared services model for business practices on campus.
- B. Use business manager meetings as an avenue to encourage additional consolidation of duties and to share best practices currently in place within various campus units.
- C. Establish a working group to explore combining creative services from across campus.
- D. Require the use of available cooperative purchase agreements (IPHEC and other approved cooperatives) to procure commodities and services.
- E. Procurement Services should familiarize departments with current IPHEC contracts and demonstrate savings. They are summarized here: <http://www.iphec.org/awards>.
- F. Analyze the overall spend by vendor for the SIU system and identify common purchases.
- G. Look for cost-saving opportunities by leveraging the purchasing volumes at Carbondale, Edwardsville, and Springfield campuses for use in shared contracting to capitalize on possible volume purchase discounts.
- H. Much like the Dell purchase program utilized for most computer equipment purchases, the committee supports and recommends moving forward with a structured process to purchase software across campus.
- I. The committee also recommends that the campus work with SIUE to structure a process whereby a protocol is set forth to review software purchases on both campuses for potential cost savings.
- J. The university should pursue the consolidation of certain Information Technology services with SIUE and the School of Medicine.

5. Explore outsourcing

- A. Plant and Service Operations (PSO) administration develop a cost analysis of current PSO services and benchmark to cost studies prepared by the Association of Physical Plant Administrators (APPA) or other industry associations. The comparison data should be from institutions that outsource similar services.
- B. Once the analysis is completed, the information should be forwarded to the senior university administration for review and consideration of any future action, which may include the solicitation of proposals from outsourcing firms.

6. Eliminate state funding to centers/initiatives that should be self-supporting

- A. Evaluate each unit to determine a reasonable plan to reduce and ultimately eliminate state support, with the goal of eliminating all state subsidies no later than fiscal year 2022.
- B. Expected state budget savings at the end of five years: \$5.5 million.

7. Enhance efficient use of technology

- A. The committee supports IT centralization of staff and systems where appropriate.
- B. Specific analysis should be done as staff performing IT functions based outside of IT leave the university in order to complete the centralization of IT (phased approach).
- C. The committee supports the printing optimization initiative described in Appendix C.
- D. The university should pursue the use of Virtual Desktop Infrastructure (VDI) technology to decrease the number of computer labs and enhance the technology included within the labs while providing cost savings and efficiencies.
- E. The university should pursue the use of an IT Service Management framework to govern information technology across campus.
- F. The committee supports moving forward with the Cherwell implementation.
- G. Analyze each project and initiative to determine if a cloud-hosted solution is optimal in terms of effectiveness, efficiency, and cost.
- H. The university should better leverage and provide training in the use of office productivity tools (i.e., Office365).
- I. The administration should consider requiring the use of Office365 calendar as the standard university calendaring system, with proper training.

8. Review administrative and organizational structures for efficiency and cost saving opportunities

- A. Each vice chancellor should review his/her administrative structure with the commitment to eliminate and/or reduce the number of top-level administrative positions.
- B. Review each college's administrative and organizational structure and aim to reduce and/or eliminate administrative costs by 10 percent, including reducing the number of associate deans to no more than two associate deans in larger colleges and no more than one associate dean in smaller colleges.
- C. Combine the admissions processes in undergraduate, graduate, and international admissions to eliminate duplication of effort and provide greater depth in staffing.

- D. Identify units that may be moved to different reporting lines to maximize shared services and efficiencies. These areas include but are not limited to:
- Student employment services from the Financial Aid Office to Human Resources.
 - Economic Development from a direct chancellor report to College of Business.
 - Head Start from the chancellor to the College of Education and Human Services.
 - Institutional Research and Studies from the chancellor to the provost and vice chancellor for academic affairs.
 - Center for Teaching Excellence from the provost and vice chancellor for academic affairs to Information Technology.
 - Public Policy Institute from the provost and vice chancellor for academic affairs to the chancellor.
 - Clinical Center from the associate provost for academic programs to Counseling and Psychological Services (Student Health).
 - Information Technology from the provost and vice chancellor for academic affairs to the chancellor.

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- B. The university administration, in conjunction with the Physical Plant, should develop and issue a campus-wide energy management policy to empower all campus users to take action to help manage utility costs.
- C. Physical Plant in conjunction with the Office of Sustainability should launch a coordinated effort to improve energy and water use awareness in the campus community.
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- F. The university administration should review implementing a policy for efficiency standards more stringent than code for certain products and systems where cost effective.
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- F. Finalize and implement a policy (in development) allowing selected units to accept sponsorship and advertising to increase revenue; ensure that the policy reflects the implications of Unrelated Business Income Tax related to sponsorship and advertising revenue.
- G. Create a committee to explore other alternative sources of revenue that serve to advance the institutional mission. A similar committee produced a report in 2010-11 that may be used as a starting point for an updated effort.

Vendor Contracts Common to More than One SIU Campus

Vendor	Description	Campus *
ACCUSOURCE INCORPORATED	Background Investigation/service	CE
ACT INCORPORATED	Student Names/ACT Test Data	CE
ADVANCED HEALTHSTYLES FITNESS EQUIPMENT INCORPORATED	Fitness/Exercise Equipment	CE
BAKER MECHANICAL INCORPORATED	Paystations/software	CE
CAPPEX COM LLC	Student Recruitment Software Subscription	CE
CAVALLO BUS LINES INCORPORATED	Bus trips	CES
COLLEGESOURCE INCORPORATED	Transfer Evaluation System software subscription	CE
DIRECT FITNESS SOLUTIONS LLC	Fitness/Exercise Equipment	CE
EDUCATIONAL TESTING SERVICE	TOEFL testing/names	CE
ELLIOTT DATA SYSTEMS MIDWEST INCORPORATED	Maintenance on ID equipment	CE
ENVIGO INTERNATIONAL HOLDINGS INCORPORATED	Laboratory animals	CES
HOBSONS INCORPORATED	Software	CE
IMAGETREND INCORPORATED	Software	CE
JOHNSON CONTROLS INCORPORATED	Chiller/Building Automation repair & maintenance	CES
KAPLAN EARLY LEARNING COMPANY	Headstart/classroom supplies	CE
KEY OUTDOOR INCORPORATED	Advertising	CE
LAKESHORE LEARNING MATERIALS	Headstart/classroom supplies	CE
MISSOURI VALLEY CONFERENCE INCORPORATED	Conference dues/game guarantees	CE
ORTHOTECH SPORTS MEDICAL EQUIPMENT INCORPORATED	Fitness/Exercise Equipment	CE
POINT & CLICK SOLUTIONS INCORPORATED	Software Maintenance	CE
TEACHING STRATEGIES INCORPORATED	On-line service subscriptions	CE
THE COLLEGE ENTRANCE EXAMINATION BOARD	Student name service	CE
THE HIGHER LEARNING COMMISSION	Membership/dues	CE
THERACOM LLC	Pharmaceuticals/Contraceptive Devices	CS
TRUSTWAVE HOLDINGS INCORPORATED	Software License/Maintenance	CS
UNIVERSITY CORPORATION FOR ADVANCED INTERNET DEVELOPMENT	Software License/Maintenance	CE
*C = Carbondale; E = Edwardsville; S = Springfield		

GOALS

1. Improve Printing Efficiency – through reduction of printer models and better print habits (mindful printing)
2. Realize cost savings of up to 60% (\$250,000 / yr.) through the use of economical devices and cheaper toner
3. Reduce paper consumption by 5% in year one and by 10% in year two

2015 CALENDAR YEAR STATISTICS (NETWORKED PRINTERS ONLY)

- Pages Printed: 19,230,000 (~ 17.75 M monochrome pages, ~ 1.5 M color pages)
- Operating Cost: Approximately \$500,000 in toner, \$200,000 in paper
- Sustainability (environmental impact based on paper use) estimates
 - Water: 2 million gallons
 - Solid Waste: 100 metric tons
 - CO2: 250 metric tons
 - Trees: 2,375
 - Electricity: 1 million KW
- Number of devices: 750 active per month in 2015 (fleet is 1,175 units at max, approx. 950 after Stiles switch)

SIUC PRINTING CONCERNS

1. Number of devices across campus is too high
 - 65% of the current printers are used to only 10% of its recommended utilization [**Goal: 60% utilization**]
 - Very high employee to printer count – at best it is 7:1, estimated 2:1 [**Goal: 12:1**]
2. Number of device types is too large
 - 14 manufacturers (basically every manufacturer of printer) and 260 unique models
3. Both of the above lead to higher total cost of ownership and maintenance complexity
 - Increased costs to supply chain, inventory, administrative and service
 - Increased likelihood of toner outage (54 devices reported toner out on 4/16/15)
 - Increased complexity of end user experience and IT support
4. Needless (wasted) print – multiples of documents that may require none, misprint or forgotten pages on printer

PROPOSED SOLUTIONS

- By March 1, 2017:
 - Enforce printing standards on campus for all new printer purchases (Dell or equivalent)
 - Utilize better buying power on toner (and paper)
 - Establish recommended departmental printing practices
- Phase in the removal of all devices that cost more than 3 cents per page monochrome (10 cent color)
 - Remaining units will be phased out as they break or as SIU runs out of (cost-efficient) toner
 - Utilize sustainability toner inventory program to provide toner to SIU community if device breaks
- Cost savings by moving local and high cost prints to networked and/or Stiles contract devices (cheapest option)
 - Stiles contract costs 0.4 – 0.9 cent B&W, 3.5-5 cents color. Local printers on campus 5-30 cents B&W
- Deploy client software (Beacon) to all desktops to analyze total print cost to colleges and areas
 - Software only inventories locally attached printers and the number (not content) of pages printed

DEFINITIONS

1. Networked Printer – Connected through the wall (Ethernet) and available to many users
2. Local Printer – Connected through USB or Parallel and available to a single user

POTENTIAL ISSUES WITH JUSTIFICATIONS FOR USE OF NETWORKED (SHARED) PRINTERS

1. Inconvenience
 - Cost savings outweigh the convenience
 - May need to move networked printers to a location benefitting its users
 - Health benefit of moving away from the computer for minutes per hour
2. Security
 - Stiles networked printers are more secure than local as they are DoD 3-times wiped
 - Utilize secure release (code) on a print so pages do not print until you enter the code at the device
 - Eliminate 'Digging' pages out of a printer to find a document by holding print jobs with a code