

Southern Illinois University Carbondale

Chancellor's Planning and Budget Advisory Council

**Feedback and Prioritization on the
Non-Instructional Program Review Committee Final Report and Recommendations**

February 2017

The primary charge to the Chancellor's Planning and Budget Advisory Council (CPBAC) in regards to the Non-Instructional Program Review Committee Final Report and Recommendations (NIPR Report) is to provide guidance and prioritization to the Chancellor. The CPBAC worked assiduously to review and discuss the many recommendations contained in the NIPR Report. Our comments, findings, and prioritization are contained herein.

The CPBAC understands that the development and recommendations of the NIPR Report as well as the findings contained within this report are fluid. Aspects to many of the recommendations have been and will continue to occur in parallel to the many discussions, reviews, and action steps that are taken in the process of continually seeking efficiency and budgetary improvements. Some NIPR Report recommendations may provide quick efficiency improvements or cost savings where others may take years to further analyze and potentially move forward.

We understand that the Non-Instructional Program Review Committee studied the issues to develop the NIPR Report. It is also understood that as various campus and community groups discuss the NIPR Report, additional feedback and input may occur and is always welcomed.

The NIPR Report contains 76 separate recommendations/comments that are grouped into 12 areas. Items and areas described in this report correlate to the NIPR Report Appendix A identification. The CPBAC discussed each of the recommendations and this report presents our comments, findings, and prioritization in the following manner:

- 6 identified recommendations that appear to be easier to quickly implement and actions that should be pursued now with consideration of CPBAC provided guidance are presented.
- 10 identified recommendations that have potential cost savings that may be more difficult to implement or require further analysis, but should be started now with consideration of CPBAC provided guidance are presented.
- Prioritization of the 12 NIPR Report areas in order of effectiveness/greatest financial impact to the University are presented.
- A summary of CPBAC guidance regarding individual items is presented. The CPBAC believes this guidance to be important for possible action/implementation.

The CPBAC identified 6 specific items that appear to be easier to quickly implement and actions that should be pursued now with consideration of CPBAC provided guidance contained in this report. The identified 6 items are: 1A, 2A, 2F, 4G, 4H, and 12A. An abbreviated description of the 6 items in numerical order only is below.

1A	Hold employees accountable for appropriate use and timely reconciliation of P-Card expenses and compliance with procurement policy.	4G	Leverage purchasing volumes at Carbondale, Edwardsville, and Springfield campuses.
2A	Move forward with the full implementation of HireTouch as soon as possible.	4H	Move forward with a structured process to purchase software across campus.
2F	Implement an automated clearing house (ACH) payment method for vendors.	12A	Continue to monitor the progress of strategies that have been implemented to increase on-campus enrollment.

The CPBAC identified 10 recommendations that have potential cost savings that may be more difficult to implement or require further analysis, but should be started now with consideration of CPBAC provided guidance contained in this report. The identified 10 items or areas are: 3F, 3G, Area 5, Area 6, 8B, 8D, Area 9, Area 10, Area 11, and 12G. An abbreviated description of the 10 items or areas in numerical order only is below.

3F	Seek direction to reduce number of days for Extended Sick Leave benefit and non-accruable sick days.	8D	Identify units that may be moved to different reporting lines to maximize shared services and efficiencies.
3G	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.	Area 9	Investigate feasibility of rearranging utilization of spaces so that some may be decommissioned and put into an unoccupied state.
Area 5	Plant and Service Operations (PSO) develop a cost analysis of services and benchmark.	Area 10	Identify deficit spending units and establish formal repayment plan.
Area 6	Evaluate units that are not self-supporting to determine a reasonable plan to reduce and ultimately eliminate state support.	Area 11	Define role and mission of athletics at SIUC and identification of an appropriate and consistent level of support for sustainability.
8B	Review each college's administrative and organizational structure and aim to reduce and/or eliminate administrative costs.	12G	Explore other alternative sources of revenue that serve to advance the institutional mission.

The CPBAC also conducted a prioritization of the 12 larger grouped areas contained within the NIPR Report in order of effectiveness/greatest financial impact to the University. The following listing of areas places in order from top to bottom, the highest priority to the least priority area.

Top Priority	Area 10	Eliminate deficit spending
	Area 6	Eliminate state funding to center/initiatives that should be self-supporting
	Area 3	Explore savings related to employment practices
	Area 4	Identify opportunities for shared services/centralization
	Area 1	Ensure accountability for and compliance with existing policies and guidelines
	Area 12	Generate revenue to reduce reliance on state appropriation
	Area 2	Streamline business processes and workflow
	Area 11	Intercollegiate Athletics
	Area 5	Explore outsourcing
	Area 7	Enhance efficient use of technology
	Area 8	Review administrative organizational structures for efficiency and cost saving opportunities
	Area 9	Explore efficient use of facilities

Summary of CPBAC Guidance Regarding Individual NIPR Report Items

- 1A Identify the problem areas and hold supervisors and employees accountable to comply with policy.
- 1B P-Card rules should be enforced. Significant personnel time is required to track, document, and rectify issues. Further training for offending individuals/units on best practices for compliance needs to occur. Can possibly be conducted as a peer to peer sharing of ideas from offending units and good performing units.
- 1C Implementation of HireTouch (2A) can possibly improve on this issue. Question will be getting individual to sign paperwork in a timely fashion. If a faculty member does not, do we not start a class?
- 1D Implementation of HireTouch (2A) can possibly improve on this issue.
- 1E Implementation of HireTouch (2A) can possibly improve on this issue. May present small savings, but have negative consequences within a unit.
- 1F Implementation of HireTouch (2A) and conversion of month pay to semi-month (3C) could help reduce issues. Consultation will be needed to see if pay can be delayed.
- 1G Understandable during fiscal crisis, but some flexibility is necessary. Travel for recruitment should continue to occur. Unit heads are to be kept aware of their fiduciary responsibility. Once through the fiscal crisis, additional flexibility to support faculty/staff improvement and external partnerships should occur.
- 1H Important and easy to implement.
- 1I Important and should be developed in conjunction with an improved electronic signature system (1L) if necessary.
- 1J Savings in personnel time. Possibility of implementing via a workflow using Salukinet.

- 1K Same as 1J.
- 1L Same as 1J.
- 2A Considerable savings from improved efficiencies.
- 2B Efficiency savings in personnel time.
- 2C Efficiency savings in personnel time.
- 2D Efficiency savings in personnel time and check costs.
- 2E Efficiency savings.
- 2F Efficiency savings in personnel time and check costs.
- 2G Efficiency savings in personnel time. Software such as Basecamp or a workflow in Salukinet can possibly be investigated to support a central location for housing documents and files.
- 2H Efficiency savings in personnel time. Software such as Basecamp or a workflow in Salukinet can possibly be investigated to support a central location for housing documents and files.
- 3A Can potentially help moral and reduce turnover. However, any alternative work schedules are to ensure a priority of serving current and prospective students.
- 3B Continue with recommendation.
- 3C Continue with recommendation. Investigate changing all other payroll sequences to this common period for additional possible efficiencies.
- 3D Continue with recommendation.
- 3F Continue with recommendation. May impact employee morale.
- 3G Continue with recommendation to investigate providing ESL and sick days that are comparable to other Illinois public universities.
- 4A Continue with recommendation.
- 4B Continue with recommendation.
- 4C Continue with recommendation.
- 4D Continue with recommendation.
- 4E Continue with recommendation.
- 4F Continue with recommendation.
- 4G Continue with recommendation.
- 4H Continue with recommendation.
- 4I Continue with recommendation.
- 5A Recommend that the PSO analysis continue and that each team conducting investigation/analysis include several non-PSO personnel to help with transparency while also providing external thought and comment. Each team should consider adopting a Lean, Six-Sigma, or other similar continuous improvement process approach. Support from campus units that specialize in process improvement can be consulted. The review should be both macro and micro of the individual PSO unit's organizational structure, operations, position duties, responsibilities and results. Analysis should consider speed of service during emergencies for critical services. Investigation processes

and findings need transparency. Other skilled trades that do not report to PSO should be included in this analysis.

- 5B Same as 5A.
- 6A Continue with recommendation to pursue development of plans that include impact analysis of the center/initiative. Impact analysis should identify impact of affected SIUC academic units and its students. A report from each center/initiative on what steps/actions have been taken to increase alternative revenue streams as well as the outcomes from those efforts should be included. Other SIUC centers and initiatives not included in area 6 that receive State funding support should also be considered to develop a similar plan. It is recommended that student leaders be involved in the process.
- 6B Same as 6A.
- 7A Continue with recommendation.
- 7B Continue with recommendation.
- 7C Recommendation is to consider a campaign to analyze individual units and present potential cost savings options. Unit heads can then consider potential impact and render decision. Council finds that it would be difficult to obtain all projected cost savings and that personnel time efficiency needs to be considered. A phase out requirement may not be warranted/beneficial in all situations. Campus community needs awareness campaign on cost of printing and ways to reduce. Continue pursuing a University central purchasing contract for printers.
- 7D General campus computer labs should change to VDI. VDI may not be operationally beneficial in all labs/situations with all programs. Should work with affected unit heads to determine impact. Allow unit heads to see potential lowering technology support due to reduced technology enhancement funds so that they can best evaluate potential impact and benefits to VDI changeover. If changeover is warranted, high upfront cost may also necessitate a phased approach. Continue piloting among various units that are utilizing different programs.
- 7E Continue with recommendation.
- 7F Continue with recommendation.
- 7G The analysis of each project and/or initiative for potential changeover to a cloud-hosted solution is to provide a cost benefit comparison of upfront cost and maintenance cost for the unit head to evaluate. There may be opportunities to leverage a system wide cloud solution.
- 7H Continue with recommendation.
- 7I Continue with recommendation. Training provided in 7H can provide support.
- 8A Continuous review and analysis should continue. Transparency and communication on the responsibilities and duties of administrative positions is essential. SIUC is operating with one of the lowest, if not the lowest staff to student ratios in the State. SIUC is also operating with one of the lowest, if not the lowest administrator to student ratios in the State. The efficiencies of SIUC operations within the State need to be communicated to provide increased transparency and understanding. A review to seek potential efficiencies is warranted with the understanding on the need of administrative operations. Concern that necessary operations and student support may be jeopardized. It is recommended that SIUC also compare its administrative structure to similar peer institutions for potential thoughts on an overall organizational structure. The inclusion of student leaders in the process and transparency are recommended.

- 8B Similar to the recommendations in 8A. Transparency and communication of operations, responsibilities, and duties of administrative positions is essential. A review that includes college administration and staff costs paid on State funds per undergraduate and graduate student FTE is warranted with the understanding that operations within each college may also be unique due to teaching pedagogy. There should not be a target goal of a 10% reduction. College operations may already be extremely efficient. Similar to 8A, concern that necessary operations and student support may be jeopardized and communication of position responsibilities is essential to increase understanding and awareness.
- 8C Study to determine what potential synergies in procedures that occur in backend operations of admissions can be obtained without negatively impacting the frontend student experience. Goal should be to provide improved student experience and efficiency. The inclusion of student leaders in the process and transparency are recommended.
- 8D The concept of reorganization/restructuring/moving of units should be considered with distinct reasoning and justification behind it. If deemed appropriate, working groups should be developed to investigate how a potential reorganization/restructuring/move will make SIUC a better overall institution and on if the reorganization/restructuring/moving is right for improved efficiencies and/or potential cost savings. Any change needs to be carefully considered as a change in a reporting structure may improve operations of a particular unit but not be correct for overall University efficiency and operations. There does not appear to be large savings potential with the realignments. However, long term savings may occur through improved efficiencies and operations. Committee finds and makes the following recommendations on the identified units contained in the NIPR Report:
- Student Employment Services - conduct analysis
 - Economic Development - conduct analysis
 - Head Start - can proceed without further analysis if deemed appropriate
 - Institutional Research and Studies - conduct analysis
 - Center for Teaching Excellence – move out of academics not recommended but analysis can occur to investigate further efficiencies
 - Public Policy - conduct analysis
 - Clinical Center - conduct analysis
 - Information Technology - conduct analysis.
- 9A Recommendation on all items in area 9 is to proceed. Provide transparency on results.
- 9B Same as 9A.
- 9C Same as 9A.
- 9D Same as 9A.
- 9E Same as 9A.
- 9F Same as 9A.
- 9G Same as 9A.
- 10A Recommendation on all items in area 10 is to proceed. Upon Administration review of developed repayment plan, a determining decision should be rendered on if unit is to continue with repayment plan or be eliminated. Non-elimination is contingent upon repayment plan approval

and administration prioritization of unit within the University. Could potentially lose entity and impact students within some units.

10B Same as 10A.

10C Same as 10A.

10D Same as 10A.

11A Recommendation on all items in area 11 is to proceed with the following comments. Communication of item 11B is essential as it directly impacts items 11C and 11D. The very limited State funding support of athletics at SIUC in comparison to similar institutions needs to be communicated. A determination on who we are as an institution and what role and mission athletics is to SIUC is essential. That determination may or may not cause item 11C to be acted upon due to NCAA, conference, and other possible regulations.

11B Comments for entire area 11 are in 11A.

11C Comments for entire area 11 are in 11A.

11D Comments for entire area 11 are in 11A.

12A Continue with recommendation.

12B Undergraduate Admissions should be efficient with use of resources. Possibly utilizing materials that are not date limited can provide savings. Seek coordination with and support to recruitment efforts occurring within colleges and units. Continue to seek efficiencies where possible.

12C Continue with recommendation.

12D Units should be required to initially consult with the Camps and Conferences unit when considering or planning events to determine if support provided creates improved efficiency. Should not be required use. The most successful event may be through Camps and Conferences providing support with only specific tasks as operations within units, associations, and organizations differ. Flexibility is required to encourage all at the University to seek out opportunities while providing as much support as possible to make the event successful.

12E Continue with recommendation.

12F Continue with recommendation but ensure flexibility and creativity where possible.

12G Continue with recommendation. Share ideas and thoughts across campus units to promote creativity and opportunities.