Services Portfolio Review

Campus Leadership Retreat

October 17, 2014

Background and Project Goals

- Service portfolio review emerged from the October 2013 campus leadership retreat. One of eight initiatives.

- Goals
  - Provide a broad review of services, reflecting a university-wide approach.
  - Focus on services that will support increased net revenue.
  - Capture cost savings for the university.
  - Enhance the level of services at the university/address "pain points".

- Project Target – $7-10 million in net revenue for FY16
  - Justification: $5.8 million of "one-time" items used to balance 2015 budget and one year of faculty and staff raises

Steering Committee Members

- John Maher – Co-Chair
- Mary Ellen Heuton – Co-Chair
- Layton Cottrill
- Jan Fox
- Buffy Hammers
- Brandi Jacob-Jones
- Gayle Ormiston
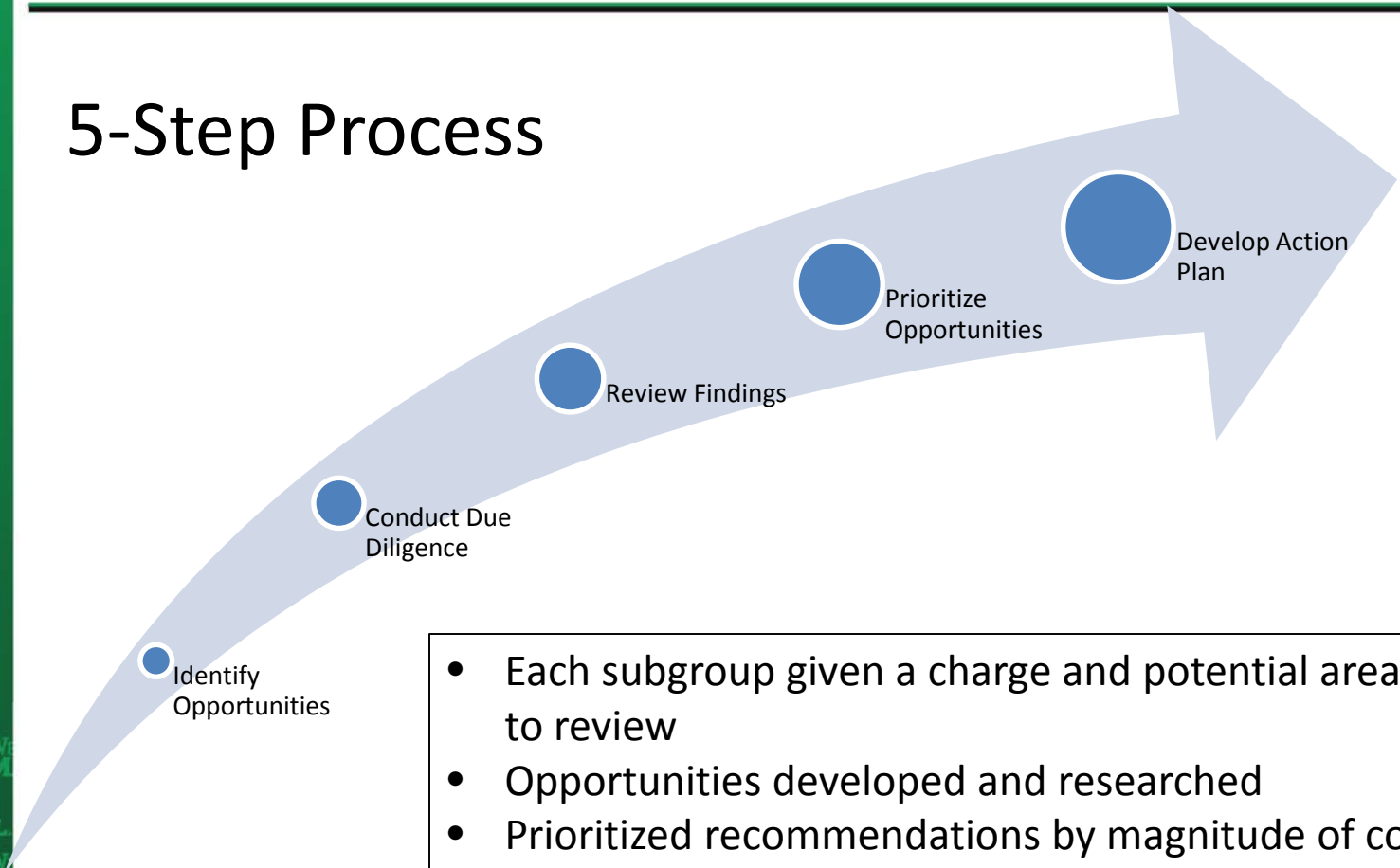- Virginia Painter
- Matt Turner

Rapid Response Teams

- Duplication of Effort -Denise Hogsett
- Leveraging Technology -Brian Morgan
- Facilities- Joyce Hannah
- Auxiliaries- Karla Murphy
- Vendors/Contracts -Allen Taylor
- P-Card/Travel -Cammy Holley
- Drawn from a broad cross-section of University stakeholders:
  - Faculty
  - Classified and non-classified staff
  - Administration

Rapid Response Team Approach

5-Step Process

- Identify Opportunities
- Conduct Due Diligence
- Review Findings
- Prioritize Opportunities
- Develop Action Plan

- Each subgroup given a charge and potential areas to review
- Opportunities developed and researched
- Prioritized recommendations by magnitude of cost savings, ease of implementation, speed of implementation and impact on service delivery

Success! –Target of $10 Million Exceeded

Marshall University
Administrative Services Review
Final Net Impact Summary - August 28, 2014

Subgroup	Target	Net Impact to Date	Savings Personnel	Savings Operating	Savings Capital	Total Savings	Net Revenue Enhancement	Investment Required
Duplication of Efforts	$ 2,730,000	$ 3,257,282	$ 1,579,871	$ 643,161	$ -	$ 2,223,032	$ 1,440,000	$ 405,750
Leveraging Technology	$ 1,360,000	$ 1,488,424	$ 860,000	$ 284,922	$ 188,333	$ 1,333,255	$ 360,169	$ 205,000
Facilities	$ 1,360,000	$ 2,208,597	$ -	$ 1,282,297	$ 950,000	$ 2,232,297	$ 99,150	$ 122,850
Auxiliaries (Phase 1)	$ 1,820,000	$ 1,776,746	$ 2,128,046	$ 116,700	$ -	$ 2,244,746	$ 32,000	$ 500,000
Pcard and Travel	$ 450,000	$ 448,780	$ 280,000	$ 273,780	$ -	$ 553,780	$ -	$ 105,000
Vendors and Contracts	$ 2,270,000	$ 929,000	$ -	$ 909,000	$ -	$ 909,000	$ 100,000	$ 80,000
TOTAL	$ 9,990,000	$ 10,108,829	$ 4,847,917	$ 3,509,860	$ 1,138,333	$ 9,496,110	$ 2,031,319	$ 1,418,600

- Implement shared services models throughout the University to reduce cost and enhance services.
- Consolidate operations where duplication of effort does not yield cost effective, additional service levels
- Explore outsourcing of services where appropriate
- Invest to drive more energy savings
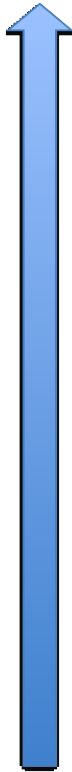- Sell unused/under used physical assets

- Consolidate building utilization during evening and summer hours
- Leverage power of networked IT services – e.g. printing
- Address pain points in service delivery – e.g. travel and procurement card
- Consolidate leased spaces back to University owned property

Quadrant Analysis

Net Impact (Low to High) →

High Impact / Difficult quadrant:
- E-Course funding model & development
- Evaluate outsource housekeeping/grounds
- Sell University Heights property
- Training requirements/efficiency
- Business Center Model- Admin Services
- Consolidated IT Staff within IT division
- Consolidate Library Services (HSL/MUGC)
- Combine summer/evening classroom bldgs
- Review Auxiliary positions
- Outsource selected Printing Services
- Reorganize managing groups performing Campus Services
- Reduce MURC payroll surcharge

High Impact/Difficult = $6,458,809

High Impact / Easier quadrant:
- Upgrade lighting fixtures (T5s and LED)
- Hire Mechanical engineer (building efficiency/infrastructure audit)
- Consolidate printer and copiers under managed contract
- Expand use of My Buy
- Hire Digital Control Specialist -Environmental controls
- New Pcard reconciliation process
- Termination of expiring leases
- Eliminate desktop printers; move to network printers
- External travel agency & related policies and procedures
- Eliminate shadow systems/ licenses
- Consolidate marketing and public relations functions
- Eliminate student insurance
- Rebid suppliers of cable services

High Impact/Easier = $2,223,334

Low Impact / Difficult quadrant:
- Lease reviews - income/rental
- Increasing distance learning courses - revenue enhancement
- Non traditional partner contracts - revenue enhancement
- Eliminate temp services/develop inhouse pool
- Restart continuing education
- Outsource Fleet Mngt
- Create central fax server
- Shared IT services (State level)
- Consolidate recruiting functions

Low Impact/Difficult = $617,819

Low Impact / Easier quadrant:
- Establish energy policy
- Centralize testing functions
- Coordinate IT support positions across campus
- Reduce memberships
- Improve space utilization
- University website - in house and hosted by University
- Licensing affiliate- increase revenue from trademarks
- Upgrade video multi-plexing controller
- Close underutilized bldg/areas
- Enhance grant administration processes
- Staggering maintenance shifts
- Videoconferencing - Lync

Low Impact/Easier = $532,896

Ease of Implementation (Difficult to Easier) →

Implementation of Recommendations

- Prioritize efforts on the top left and top right decision quadrant (i.e. those initiatives with the greatest savings/net revenue opportunity)

- Rapid response team approach

- Categorize opportunities into "buckets" to optimize implementation

Buckets for Implementation

- Printing, faxing and IT related services
- Facilities and leases
- Pcard, Procurement and Travel
- Marketing, Public Relations and Website
- Libraries
- Academic - includes continuing education, distance learning courses
- Administrative and Finance – includes business center, expense reductions, temporary services/pool, student insurance
- Auxiliaries

Next Steps

- Determine implementation oversight structure
- Identify Rapid Response Team leads and members
- Develop process and timeframe for implementation