

Vice Presidents' ASAOPSA Report Response; January 11, 2011

INTRODUCTION

This document responds to the ASAOPSA recommendations in their report to the Provost and Vice Presidents. We reviewed each of the nearly 40 recommendations in the ASAOPSA Steering Group report for strategic priority, potential budget impact and reorganization implications. This report responds to the recommendations and provides an estimate of budget savings from these efforts. The savings at this time are not fixed but are estimates and will be refined as we receive campus feedback.

We want to recognize and thank the members of the ASAOPSA Steering Group for their work and providing the report that has served to organize and guide our deliberations and the units who have shared their thoughts through self-studies and other communication outlets as well as the open forums. We look forward to your feedback on our recommendations.

Beyond the savings identified in the body of the report, there will be additional savings identified to reach the necessary budget targets with in each of the Vice Presidential units.

Within Academic Affairs, there will be additional savings from other Academic Affairs units identified in ASAOPSA appraisal. Most of these additional savings emanate from Academic Reorganization plan. The total budget savings/enhanced revenues for Academic Affairs units included in ASAOPSA appraisal will be approximately \$ 3 million. The breakdown of this total amount has been identified in the Academic Reorganization materials. The best current estimates indicate approximately \$ 1.3 million from reorganization of academic colleges, \$ 1.1 million from non instructional units, and \$ 600,000 from enhanced revenues. We want to underscore that budget savings/enhanced revenues identified for Academic Affairs units in this report are part of this \$ 3 million target, which in turn is part of the \$9.5 million, the target for Academic Affairs in the FY 12 budget balancing strategy. As we develop operational and implementation plans for academic reorganization, the implications for reduction in personnel lines for all the bargaining units will be fully explored and shared with the ASAOPSA steering group in the near future.

Within Administrative Affairs the goal of \$2.2 M is expected to be achieved through service level reduction, energy and resource conservation as well as revenue. Some of these changes are reflected in this response others are being planned within the Administrative Affairs units.

University Advancement anticipates total annual savings of \$240,000. Most savings will be realized through budget re-allocations and reductions following a review and reorganization of St. Cloud State University's fundraising model in order to ensure that fundraising effort is focused on those donor segments where there is greatest potential for contributions.

In Student Life and Development annual M&E cost reductions of \$390,000 are required. These will be accomplished through a combination of reductions, revenue enhancement, and shifting M&E funds to student fee funds.

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SUMMARY ASAOPSA COMMITTEE RECOMMENDATIONS AND VICE PRESIDENT'S RESPONSE

Student Support Services

1. Review and evaluate the creation of student one-stop service unit:

No immediate M&E operating budget impact. Expected to require Repair and Betterment funds for planning, facilities' staff time and HEAPR capital funding to achieve result.

-Continue cross training initiative begun in Financial Aid, Business Services, Records and Registration and Admissions.

-Co-locate Financial Aid and Cashiers/Student Payment functions of Business Services to the area now occupied by Business Services creating a "Student Financial Services Center". Move "back of the house" Business Services offices to the present Financial Aid area. This will set the north corridor of Administrative Services as an all student service axis. When renovation of first floor of AS is completed to replace the air handling system and add fire protection, overall design and openings can be reviewed to improve access and clarity. The south corridor will then serve primarily non-student oriented Administrative functions of Business Service, Receiving, Mail, Equity and Affirmative Action and Institutional Effectiveness along with the Veterans' Center.

2. Redesign advising process to better serve student needs at different stages:

No immediate M&E operating budget impact. May require relocation or limited remodeling.

- The Office of Undergraduate Education has shared with you a plan to revise the design of advising where the activities for the Advising Center will be integrated with advising that occurs in academic units.

3. Review and evaluate the combining of Senior-to-Sophomore and PSEO:

No immediate M&E operating budget impact.

-We will review these programs by looking at information and data with the intent of exploring the possibility of consolidating them.

4. Review and evaluate the combination and/or co-locate Counseling and Psychological Services and Student Health Services

In the future it is expected there will be savings from a redesigned staffing model that combines some operations. Will require M&E funds for pre-design and Capital Bonding for renovation.

-Staff savings due to some shared operations in the co-location of Counseling & Psychological Services and Student Health Services. This is expected to be accomplished in Eastman Hall as a result of Capital Improvement Project, with the result of enhancement of services and appropriate space for the operations as noted in the Student Health Accreditation

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5. Review and evaluate organizational oversight of the Orientation Program:

M&E operating budget impact under review.

-Design and development of a more seamless experience for entering new students is in discussion. Consideration is being given to moving the administration of the Orientation program to Student Life and Development with the involvement of Undergraduate Studies and other University departments and programs.

6. Review and evaluate the combination of all testing services into one unit:

Undetermined M&E budget impact. May require reassignment of space and some remodeling.

-A group of stakeholders involved in testing services are meeting to provide some insight and recommendations.

7. Organize University College:

The Office of Undergraduate Education has been directed to identify \$150,000-\$200,000 in M&E operating savings.

-The Office of Undergraduate Education and Student Support Services is developing both a conceptual frame for University College as well as rethinking some of the existing programs such as First Year Experience, DGS and Honors with a view to leverage the strengths and develop a more holistic and intentional approach for the First Year Experience which will then morph into a vibrant second, third and fourth year experience. The Provost will ask the Associate Provost of Undergraduate Studies to share with the ASAOPSA Steering Committee the strategies and approaches once these conversations are completed within the Office of Undergraduate Education. We will move away from the model of co-director to a single director heading the sub-unit within the Office of Undergraduate Education with an eye on FY12.

8. Review and evaluate the organization of online education:

With customized training expansion, expected to add about \$600,000 in revenue.

-Review process to begin in spring in Academic Affairs.

9. Review and evaluate combining CSOLD and UPB:

These departments are not funded by M&E dollars but are funded by student fees.

- A review of the consolidation of CSOLD and UPB will be considered within Student Life and Development .

10. Review and evaluate the development of a more centralized location and administrative support for tutoring services:

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Undetermined M&E operating budget impact. May require reassignment of space and/or Repair and Betterment funds for remodeling

-Review in process in Academic Affairs.

11. Review and evaluate student support centers and offices (including but not limited to: the Women's Center, American Indian Center, Multicultural Student Services, the Veteran's Center the LGBT office)

Expected savings of \$80,000-100,000 in clerical support of approximately 1 FTE and additional M&E budget savings from the shift of support for centers from M&E funding to greater Student Fee funding.

-These areas with mixed funding sources will be reviewed to improve effectiveness, access and efficiency within Student Life and Development. May require reassignment and/or remodeling of space.

-Conversations are underway with the Warrior to Citizens community group to jointly fund a VISTA position to work with veteran students.

12. Review and evaluate the enrollment management plan.

No expected M&E operating budget impact.

-Academic Affairs will lead effort to develop a more refined plan in consideration of academic programs and capacity, Admissions, Records and Registration, Financial Aid, International Studies, et al, in reconfigured enrollment management structure. More direct cooperation among Financial Aid, SCSU Foundation, Admissions and Business Services will be developed as well. The linkage is intended to utilize, optimize and coordinate scholarships, other financial aid and tuition discounting to enhance recruitment goals.

13. Review and evaluate the coordination and communication between building coordinators and Building and Grounds to assure coverage and efficiency:

No expected M&E operating budget impact.

-Administrative Affairs will lead in setting standards and implementing improved communication among these areas between supervisors and building coordinators and managers.

14. Review and evaluate the services provided by the Center for International Studies:

Expected budgetary savings of \$75,000-\$100,000.

-Work is going on within the Center for International Studies to review and evaluate its activities relating to enrollment plan, student services, and strategic direction for internationalizing student experience. As these conversations are completed we will share the information with the group.

15. Develop a student portal to better deliver student services and improve targeted communication with SCSU students:

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The Student Technology Fee Committee has allocated \$50,000 in one-time funds and \$16,000 in ongoing funding for this project.

-The Student Technology Committee, working with technology support personnel, have compiled a base list of features they would most like to see in a student portal. The Committee will be surveying SCSU students later this month to further ascertain student priorities and to see if there are any other additional features that are desirable. The technology staff is currently working on a proof of concept for the single sign-on feature.

16. Review and evaluate the processes related to student complaints, academic appeals and academic dishonesty and grade appeals:

No expected M&E operating budget impact.

-Work in process headed by Office of Undergraduate Education in cooperation with appropriate units in Administrative Affairs, Student Life and Development and Equity and Affirmative Action as needed.

17. Review and evaluate STEM related activities across campus (Admissions, COSE, etc.):

No expected M&E operating budget impact.

- There is a proposal to create a Center for STEM Education in the College of Science and Engineering which will provide a coordination and faculty framework for University-wide STEM activities whether this occurs in the College of Science and Engineering, Division of Enrollment Management or other places within the campus.

18. Review and evaluate Lindgren Child Care Center

The operations of the Child Care Center are non-M&E funded except for the space provided and various facility services provided at no cost.

-Activity will be reviewed within Student Life and Development.

Technology

1. Review and evaluate the different means by which technology is funded and create a more comprehensive approach to prioritization and resource allocation, 2. Finalize and implement the Technology Vision Plan, 3. Coordinate and potentially consolidate web development. 4. Review and evaluate the structure of technology support services and 5. Examine role of the Computer Store and consider relocating it to the Husky Bookstore and/or merging these two operations:

Resource Allocation, Data and Infrastructure

3. Create a Chief Information Officer position and merge of Center for Information Systems (CfIS) with Information Technology Services (ITS), 4. Create an employee portal and electronic work flow:

Expected savings in staff expense of \$320,000.

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-Implement a CIO model with the combined IT and CfIS functions within a single unit separate from Learning Resources. The CIO will serve to coordinate among the various purposes of technology and manage the those resources, including band width, software acquisition and development, hardware, financial resources, services, interface with disciplinary or activity specific technology software or hardware and service. This is expected to reduce managerial and operational expense on the scale of \$250,000. Additional savings would be expected from consolidation of services, service redesign and the possible assumption of the computer store in the bookstore.

-With the CIO in place the detailed implementation of the salient elements of the Technology Vision and Plan can be accomplished. In particular consideration should be given to standardization of software and hardware as well as centralized purchasing. Help desk and technology support will be reviewed as a continuum of support with the availability (business day, extended day, 24X7) and type (in person, telephonic, on line, FAQ).

-WEB design will move to the Communications Office to assure coordinated and effective presentation and messaging. This is a shift in the view of the WEB as a technology to viewing it instead as a ubiquitous communications tool.

Resource Allocation, Data and Infrastructure

1. Create a Chief Financial Officer (CFO) position to oversee financial planning and strategic resource allocation:

Undetermined M&E budget impact.

-The Administrative Vice President currently serves as CFO with the responsibilities substantially as outlined in the ASAOPSA report. In addition the position has responsibilities for several operating units of the University. As the University has grown and undertaken increasingly complex financial transactions the breadth and responsibility of this position has grown to the point that a separate CFO position reporting directly to the President is possibly the most appropriate. The concept of a CFO without substantial operating responsibilities creates a staff office that can operate with greater perceived independence from the University's day to day operations in recommendations or actions. Whatever the configuration of the CFO's duties, any proposed change in budgeting or management of resources will necessitate a change in the position. It is expected the CFO would report directly to the President, and have responsibility for financial planning broadly, Business Services, budgeting, financial reporting and financial security. The individual would use the strategic plan to inform the financial plans.

-The areas of operations of the University such as Human Resources, Facilities Operation and Planning, Public Safety and Contract Services would be in a separate administrative unit.

2. Redesign SCSU's current resource allocation process and support structure:

Undetermined M&E budget impact.

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-The use of the budget as the tactical plan to realize the strategic plan of the university is exactly right. The budget is the intersection of the strategic plan and the available resources. It is expected the strategic plan will identify what the University is to remain, become, enhance or diminish with action steps to achieve these goals and measures of the goals that can be reviewed for success or accomplishment. Coincident with the reorganization process the University has begun, consideration of budgeting and operating models to adopt or adapt will be considered and by the University. As part of these changes a plan will be developed whereby the Budget Advisory Group will be more clearly defined with a formal linkage or combination with Strategic Planning Committee in FY12 for transition in FY13.

-The principles of the budgeting process will be developed in broad campus discussions informed by the existing budget principles, those proposed in the ASAOPSA report, board of trustees' policy and procedure, MnSCU practice and the budget model established for the University.

5. Develop a governance structure for data definition, management, collection, storage and reporting:

Expected savings in staff costs of \$75,000.

-The Office of Institutional Effectiveness will be charged with the coordination of data definition, management and collection. This will be accomplished in cooperation with the various generators and users of the data, including Office of the Chancellor and external constituencies. IE will coordinate storage and access needs with the CIO. Reporting will be distributed to various responsible units (e. g. Administrative Affairs for financial reporting, Athletics for NCAA reporting, IE for IPEDS reports)

Personnel Resources

1. Better coordinate staff with responsibility for staff training

Undetermined M&E operating budget impact. Additional expense in staff training is expected in the future.

-Human Resources will be charged with development of a staff training record keeping system as well as developing coordinated training among all the sources available on and off campus. The goal would include assurance that all required training is completed; training to improve skills, enhance employee productivity and well being is available, training required to adopt new processes or requirements is provided and training necessary to appropriately address performance issues is available.

2. Consolidate and/or co-locate administrative and employment services:

No expected M&E operating budget impact. May require Repair and Betterment expense or reassignment of space.

-With the advent of the new electronic time reporting system a review will be completed of the work required to assure timely and accurate time recording and payroll. In this context, those responsible and the physical location of the work will be reviewed.

-The collocation of the Human Resources Office with Administrative Affairs will also be considered.

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3. Review and evaluate the coordination and distribution of student employment opportunities on campus:

No expected M&E operating budget impact.

-Work is underway through a lean team to redesign and restructure campus wide student employment services. A lean work group is currently meeting to finalize a proposal. The work is lead by Career Services and Financial Aid. Among the tenants of the work is to have ease of access by job providers as well as potential and current student employees. Additionally, the recommendations will include strategic initiatives focused on supervisor training, student employee position descriptions, student employment training modules, as well as systems that facilitate student payroll and the coordination of student employment with financial aid. Lastly, the student employment experience will assist students in identifying careers, integrating their academic experiences with the development of habits and practices that will become part of their knowledge basis and practice for engagement in the work force and life.

Other Recommendations

1. Review and evaluate opportunities for better coordination and possible consolidation of University Communications and marketing efforts across campus:

Expected savings of \$120,000 in staffing costs.

-The Communications Office will be consolidated with Printing Services, WEB development and Video Services. The office currently is responsible for marketing, Athletic Media Relations, University Imaging, KVSC and publications. This further consolidation should assure more coordinated and efficient marketing efforts as well as a clear one stop for marketing, publication or communication services.

-The one stop for publication services and assurance of coherent communication will be enhanced by development of a policy for work proposed for external printing to be routed through Communications/Printing Services

-Inventory communications and marketing positions across the campus and establish a structural relationship to University Communications to assist in the development of an institutional integrated marketing approach. This work will include Identification within each of the major academic units (schools and colleges) and administrative units of an individual to serve as a communications liaison with responsibilities to include but not be limited to coordination of Web content, publications, e communications.

2. Review and evaluate additional opportunities to leverage contract services where efficiencies or effectiveness might be increased:

Undetermined budget impact.

-The University currently uses a mix of contract and in house service. Typically contract services are for episodic services or those requiring special expertise not available or efficient to provide on campus.

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There is also a balance attempted to be maintained between convenience or necessity and cost. The "over the road" motor pool has shifted over the years from purchased to leased vehicles. The demand for vehicles is in continuing decline so a change to outside vendor for a rental program is likely to be cost effective and enhance service. Printing Services is a mix of copy centers, duplication and fine printing and ancillary services performed in house as well as other services provided under contract arrangements. This mix and the cost structure are under review and will be optimized in the coming year.

-A cost and service level analysis should be made inherent to planning for initiatives on campus including a buy/make and contract/in house analysis of alternatives to provision for the service.

3. Review and evaluate the coordination and expansion of scheduling of outside events and camps on campus as an opportunity for revenue enhancement, 6. Implement single system for scheduling all campus physical space resources:

Undetermined M&E revenue impact. Scheduling system being pursued by MnSCU of undetermined cost.

-A comprehensive scheduling program is under consideration as a replacement of Schedule 25 that would be expected to optimize University use of space. This program would also facilitate the rental or lease of space at available times. Lease rates would need to consider all costs, capital, cleaning and set up, utilities, repair and replacement etc. and certainly pay for, at a minimum, marginal increase in these costs. Consideration should also be given to if the event or use has ancillary benefit to the University such as recruiting, marketing, service to students or public relations.

4. Identify single responsibility for copyright management:

No expected M&E budget impact.

-To be reviewed by Special Assistant to the President, Communications and Academic Affairs for any revision.

5. Review and evaluate the differing staffing levels, including the role of faculty, of student media (UTVS, KVSC and University Chronicle)

Undetermined budget impact. All have income outside of M&E (including sponsorships, student fees, contributions, advertising revenue or grants). KVSC receives approximately \$225,000 of M&E support and the Chronicle \$14,000. All three utilize facilities supported by M&E at no cost.

-Create a Task Force to study student media including the concept of a Media Advisory Committee as well as convergence journalism and experiential learning as it relates to the activities of the KVSC radio station, the Chronicle newspaper and the UTVS television station. The Task Force should also study academic relationships with each of the entities and determine what the university needs in each of these areas as well as studying the potential of replicating www.winona360.com. Knowing that this Task Force is anchored in the student experience, its membership should be broad and include

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representation from mass communications, theatre and film studies, communication studies, music, art, new media, communications, alumni and community media.

Discussion is to be managed with in Academic Affairs in cooperation with the Communications Office.

7. Review and evaluate all units that have been identified as self-supporting to determine level of university funding for those areas:

Review to be completed within VP areas that have such units.

Academic Affairs:

-Reviews of business plans and/or strategic direction are being set for Intensive English Center, Maple Grove Graduate Center and sub units within Center for Continuing Education. As this work is completed it will be shared with the group.

University Advancement:

-MnSCU Policy (8.3.4.A) requires the Foundation to generate a positive return of value which is reported annually. While University Advancement is in compliance with this policy, we are committed to reviewing and analyzing fundraising efforts to evaluate cost-effectiveness, seek opportunities for greater efficiency, and improve St. Cloud State University's return on its investment in fundraising. The result will be an organizational model for fundraising that is aligned with the unique characteristics of St. Cloud State University and deploys fundraising effort focused on those donor segments where there is the greatest potential for contributions.

Student Life and Development:

Areas within Student Life and Development that are self supporting are under review.

Administrative Affairs:

The motor pool is self supporting and will remain so as they shift to a rental operation. Parking will remain self supporting. As discussed elsewhere in this report Printing Services will Move to a completely self supporting model.

8. Review and evaluate athletic events management:

No expected M&E budget impact.

-Athletics and Sports Facilities and Campus Recreation have met and developed a plan; currently in implementation regarding identification of responsibilities for athletic events.

SUMMARY OF ESTIMATED M&E BUDGET CHANGES RESULTING FROM ASAOPSA RECOMENDATIONS

The items above were individually assessed for M&E budget impact. Some areas are funded from other sources and the changes will have only marginal effect on the M&E budget. There are also areas where

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the changes proposed will require some changes in location or perhaps physical space of as yet undetermined one-time cost. The total change of \$1,420,000-\$1,515,000 is summarized as follows in five areas where direct impact on the M&E budget has been estimated:

- Office of Undergraduate Education: savings of \$150,000-\$200,000.
- Additional revenue from expanded summer school and customized training: additional revenue of \$600,000.
- Student Support Centers evaluation; savings of \$80,000-\$100,000
- Center for International Studies service review and evaluation: savings of \$75,000-\$100,000.
- Reconfiguration of Information Systems Management: savings of \$320,000.
- Improved data definition and management: savings of \$75,000.
- Coordination and consolidation of University Communications: savings of \$120,000.