OAKLAND COMMUNITY COLLEGE ®

Report to the Chancellor's Cabinet

Systemic Planning Process Review of Administrative Functions
For Work Efficiencies, Cost Reductions,
Revenue Generation & Accountability

Presented to the
Chancellor's Cabinet
Dr. Timothy Meyer, Chancellor

December 2010

Prepared by the
College Administrative
Services Council (CASC)
Clarence E. Brantley, Vice Chancellor

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MEMBERS OF CASC

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Jackie Boughner, Manager, Risk Management and Contract Services (Retired)
Daniel Cherewick, Director, Physical Facilities
David Dunshee, Executive Director, Applications – Information Technology
Gheretta Harris, Director, Purchasing & Auxiliary Services
Anthony Ingram, Dean, Academic & Student Services
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Terry McCauley, Director, Public Safety/Risk Management
Sharon Miller, Interim Chief Strategic Development Officer; Dean, Economic & Workforce Development
A. Ann Morrin, Classified Representative
Gail Pitts, Controller
Catherine Rush, Chief Human Resources Officer
Mary Ston, Faculty Representative, Business
Deborah Swanson, Business Manager, Auburn Hills

PROCESS TIMELINE

This report is the result of an extensive, nine-month planning process facilitated by the College Administrative Services Council (CASC), from February 2010 - November 2010.

Chancellor's Cabinet may consider the recommendations, relative to budget planning for the 2011-2012 fiscal year.

CHARGE/OBJECTIVE

Identify short- and long-term work efficiencies, cost reductions and opportunities for revenue generation at the college. Considerations include:

Work Efficiencies
Major primary processes or those requiring a significant amount of time and/or effort:

Ways to make major processes more efficient
Elimination of redundant tasks
High priority activities and less essential functions
Opportunities for realignment of work functions or tasks

Cost Reductions
Work efficiencies may result in cost reductions, as well as elimination of non-essential or low priority activities. Budget information was not always essential for this analysis.

Revenue Generation
Current activities may generate additional revenue through fee increases, for example. New, significant opportunities for revenue generation also exist.

SECTION ONE - Executive Summary

Introduction

Michigan community colleges have experienced significant budget reductions occasioned by a decrease in property tax revenue and limited state funding. This has occurred during a time of rapid expanding community need for workforce development and increasing enrollment. Now more than ever, Michigan's public institutions of higher learning have to be strategic about how to remain "high-functioning" with access to fewer resources.

In 2009, the Chancellor's Cabinet of Oakland Community College initiated discussions on the most effective ways to address the inevitable challenges of a significantly reduced 2011-2012 operating budget. In a proactive approach, the Chancellor's Cabinet requested that the academic and administrative sides of the College provide recommendations designed to inform the budget process.

Many college departments depend on each other either directly or indirectly for successful service delivery to the college community. For this reason, the College Administrative Services Council (CASC) adopted a systemic planning model to collaborate on the most efficient and effective ways to maintain fiscal responsibility, while continuing to deliver high quality services.

The information contained in this report provides the Chancellor's Cabinet with recommendations designed to reduce costs, maximize work efficiencies and take advantage of possible revenue-generating opportunities.

This report summarizes the methodology of CASC's strategic process and outlines recommendations by departments and functions. Once approved in concept by the Cabinet, each recommendation will require more detailed planning by the appropriate department leader and staff prior to implementation. CASC will continue to utilize the systemic planning model to collaborate with departments on shared objectives and resources.

Scope of Research and Recommendations

CASC established cross-functional research teams, which included employees from both the administrative and academic sides of the College. Selected members possessed an adequate level of content knowledge and/or perspective relative to the functional area.

Teams assessed the effectiveness of current operating procedures in order to identify potential cost-cutting measures and ways to maximize efficiencies. Based on CASC's assessment and grouping of functional areas, 24 research teams were formed to gather decision-making data.

Functional Area	Teams	Functions per Team	Facilitators	Team Members
Information Technology (IT)	2	▪ Tech Applications	Jessica Jensen	Lina Gerchak Tasha Turner Pete Anderson Gary Haw Pat Baldwin Kurt Birkle
		▪ Client Technical Services ▪ Academic Technology ▪ Networking	Cathey Maze	Marv Pelot Mike Rowe Chuck Flagg-R Mary Sheble Michele Stone Cissie Patterson
Human Resources	3	▪ PDTC	Niko Dawson	Pam Dorris Elaine Fett Anne Palmer Brian Larmor Calvin Boylston Steve Stott
		▪ Personnel Services/Records ▪ Benefits	Sharon Converse	Margaret Carroll Lisa Skowronski Arlene Frank Darryl Daniels Cheryl Neely
		▪ Contract Administration and Negotiations ▪ Diversity/EEO Compliance	Gheretta Harris	Gary Casey Phil Crockett Marcia Kosovec Kayla LeBlanc Tom Hendricks Leslie Roberts
Maintenance/Facilities	2	▪ Custodial Services ▪ Grounds ▪ Building Maintenance ▪ Energy Management	Janice Brown	Vivian Piper Frank Zechmeister Mike Kadrofske Eileen Brennan Kim Hugelier Darlene Levinson Tony Lizardi
		▪ Building Construction ▪ Facility Management	Bob Montgomery	Michelle Pergeau Melanie Myers Mike Halaburda Steve Jablonski Jay Seewald Russ Karman Robert Spann

Functional Area	Teams	Functions per Team	Facilitators	Team Members
Enrollment Services	3	▪ Recruitment ▪ Communication/switchboard ▪ Admissions	Nancy Showers	Lisa Nemitz Kelli VanBuren Robert Spann Rick Thompson Julie Jurmo Sue Bourbeau
		▪ Records/Registrar ▪ International Student Advisement	Laurie Huber	Maurice McCall Steve Linden Kirstine Evans Diana Schack Steve Lesser Margaret Warack Karen Dawson
		▪ Financial Aid	Gail Pitts	Wilma Porter Patrick Buck Maria McCarthy Jackie Boughner Dorothy Marotta Bee Chen Lori Pryzmusinski Mary Sevegney
Auxiliary Services	4	▪ Food Services	*Review completed*	
		▪ Bookstores	Ken Reynolds	Maria McCarthy Sandra Harrold Gina Mandas Wanda McCord Ana Negovani
		▪ Mail Services ▪ Duplicating Services ▪ Graphics	Stacey Dyer	Sarah Rowley Alan Crouse Gwen Kennedy Brenda Townsend-R Suzanne Labadie Heidi Renton Michel Casanova
		▪ College-wide Copiers	Chuck Flagg	Sarah Rowley Barbara Sadecki Cathryn Burrill Elizabeth Lindley Linda Arendt Darlene Johnson-Bignotti
		▪ Childcare	Rebecca Guenther	Janet Peart Karen Johnson-R Michelle Jerome Ann Riedel Barry Matthews
Public Safety	1	▪ Public Safety Officers	Tom Boozer Alicia Paramo Dionne	David Ceci Mark Seder Ken Sigler Laurie Rusinosk Cheryl Blake-Bagley Terry McCauley-R
Risk Management	1	▪ Environmental Health & Safety ▪ Risk Management	Deb Bayer	Jackie Boughner-R Michael Schmidt Merce Gooding Teresa Garcia Terry McCauley-R
Purchasing	1	▪ Contract Administration	Dave Dunshee	Janet Whitfield

Functional Area	Teams	Functions per Team	Facilitators	Team Members
		▪ Fleet Management ▪ Rolling Stock		Dan Cherewick Sandra Walter Luann Whiting
Financial Services	3	▪ Accounts Payables ▪ Accounts Receivables ▪ Payroll/Retirement	Carla Mathews	Dorothy Marotta Regina Busbee Renee Oszust A. Ann Morrin Lisa Moore Mary Chambers Mary Ston Mary Jane Lucisano Leanne Nadlicki
		▪ Budgeting ▪ Campus Business Offices	Steve Linden	Jay Arnold Renee Oszust Deborah Swanson Andrea Powell Robert Long
		▪ Fixed Assets ▪ General Accounting ▪ Surplus Property Disposition	Terry McCauley	Latasha Noland Jeff Ragle Dan Stemmer Eleanor Fox Cheong Ng Karen Lee Vivian Piper
Marketing	1		Henry Tanaka	Kathy Lorencz George Cartsonis Antuan Bell Michele Kersten-Hart
Foundation Chancellor's Office	1		Deb Swanson	Cynthia Tanner Candy Geeter Pat Funtik Marilyn Kokoszka Sylvia Velasquez
Partnerships/Community Relations Advancement	1		Tony Ingram	Stephanie Spears-Boothe Willie Lloyd Stacey Jackson Cynthia Tanner Kathie House Janet Harp Mary Jo Schuster
Resource Development	1		Sally Hanna	Chad Nykamp Phil Hale Clarisse Bolduc Katherine Lichtenberg Michael Vollbach Deb Niemer

Methodology

Systemic Planning - Oftentimes in traditional strategic planning, divisions of an organization independently develop sets of goals and tactics to align with the organization's mission and vision. Since a comprehensive plan is essential to building the foundation for successful organizational change and development, CASC applied a Systemic Planning model to the review process, which focuses on how the identified College departments or functions (*the system*) intersect with others.

The model enabled CASC members to evaluate the effectiveness of workflow processes within and between departments in order to identify effective ways to conserve resources and maintain quality service delivery. The result is a collection of comprehensive recommendations.

Approaches to Planning

Systemic	• Focus on intersections/ connections; entire organism
Strategic	• Focus on big picture direction
Business	• Focus on product, service or program

Figure: Discreet approaches to the planning process

Exploratory Research - As a crucial starting point, CASC aligned process objectives with Oakland Community College's existing Strategic Outcomes. The process then involved the following strategies:

CHART OF DELIVERABLES*			
Deliverable	**Description**	**Timeframe**	**Accountability**
Process Framing	Defined purpose of process, objectives and rules of engagement	February 2010	CASC
Environmental Assessment	Identified internal and external factors potentially influencing the success of the recommendation process	February 2010	CASC
Target Review	Identified department/ function areas for review; developed milestones/timeline	March 2010	CASC
Formation of Cross-Functional Teams	Recruited/assigned research teams; included CASC and members from administrative and academic sides of the college; trained facilitators on Successful Collaboration	April 2010	CASC
Department Descriptions	For each function, identified customers (demographics, statistics); services provided (volume, frequency); # staff; and budget	May 2010	Cross-Functional Teams
Workflow Diagrams	Identified all major process interfaces with other functional areas, milestones in the output process, and process accountability	June 2010	Cross-Functional Teams
Reports: Opportunities and Challenges by Department Function	Identified opportunities for cost reductions, improving process efficiencies, revenue generation and potential barriers and/or supports that could affect recommendation implementation	July 2010	Cross-Functional Teams
Cross-Functional Team Presentations	Teams summarized recommendations in presentation session with CASC	September 2010	Cross-Functional Teams/ CASC
CASC Small Team Reviews	Teams of 3-4 CASC members evaluated cross-functional team recommendations	October 2010	CASC – Small Teams
Evaluation of Recommendations	CASC convened to make final decisions on recommendations	October 2010	CASC
Cabinet Recommendations	Final report delivered to Chancellor's Cabinet for consideration	December 2010	Vice Chancellor Brantley
Cabinet Response to Recommendations	***Expectation: Cabinet delivers formal response to CASC re: recommendations - using CASC's recommendation chart***	***January 2011***	***Chancellor Meyer***

*All original documents related to this strategic process are accessible to the Chancellor's Cabinet on the College's shared drive.

Transparency & Accountability – Several aspects of CASC's planning approach resulted in new precedents for the College. When CASC first convened in February 2010 to establish "rules of engagement," members agreed to frame the process with a set of tenets. Prevalent in those governing principles were *transparency* and *accountability*.

CASC addressed transparency in four, significant ways:

1. In order to open up the process to the community and minimize bias, cross-functional research teams, mainly consisting of non-CASC members, were entrusted to provide crucial decision-making data.

2. CASC designated a member to develop a college-wide, stakeholder communication plan in order to maintain and facilitate timely, open communication across the system.

3. CASC publicized a timeline of milestones to keep the College community informed on progress.

4. All reports (logic models, workflow charts, data inventories, and challenge and opportunity assessments) were made available to all team members on the College's shared drive.

Champions were identified for each task at every phase of the process to ensure accountability. Although most of the cross-functional teams consisted of non-CASC members, CASC leaders assumed responsibility for all research and analysis related to their individual departments.

CASC members regularly monitored the online report repository and performed multiple levels of data evaluation as a whole group, as well as in small groups between planning sessions. Ultimately, a high level of engagement and focus on accountability in this process enabled all CASC and non-CASC participants to have a voice in each recommendation presented in this report.

Accountability was a strong contributing factor in the success of the review process. CASC initially created an expectation of accountability by developing a comprehensive logic model that framed the short-, intermediate- and long-term outcomes of the review process, and which served as a scorecard for progress.

Accountability at all levels of the College is important to the continued success of the change process. Since the Chancellor's Cabinet initially requested the recommendation report, which subsequently led to College-wide stakeholder engagement, CASC members anticipate that the Cabinet will honor the efforts of the college community by issuing a formal response to CASC's proposal.
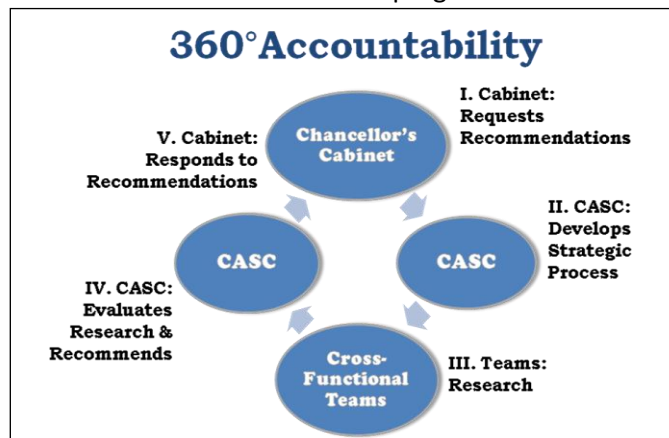

Figure: Accountability requires top-down engagement

Recommendations

The following section contains recommendations from the College Administrative Services Council designed to reduce costs, create work efficiencies and/or generate revenue for the College. An assigned, cross-functional team originally generated each recommendation, followed by a final assessment and approval process facilitated by members of CASC.

In order to maintain the integrity of the review process, which is strongly rooted in transparency, this report outlines all recommendations generated by the cross-functional teams. Some of the recommendations include current practices/processes, along with those CASC reviewed and, subsequently rejected.

The cross-functional teams were intentionally composed of employees who were valued for their ability to think strategically, but who may have limited knowledge of a particular function. For this reason, some of the suggestions may already be a regular function of the department, which is indicated in each department's report.

Recommendations generated by cross-functional teams that are not feasible for implementation appear in section IV of each department's report, and will include rationale from CASC.

Categorized by department and function, recommendations are organized in four sections:

   I.   Recommendations that CASC supports, but require approval from the Chancellor's Cabinet prior to implementation

  II.   Recommendations that CASC supports and currently has the ability to implement, or that are already in progress

 III.   Opportunities that require more research before a recommendation can be determined, some of which would necessitate the formal approval of the Chancellor's Cabinet prior to implementation

 IV.   Recommendations made by the cross-functional teams that were not approved by CASC (with explanation)

SECTION TWO – Recommendation Reports

AUXILIARY SERVICES – Bookstores   Director: Gheretta R. Harris

I. Recommendations: Require Cabinet Approval for Implementation			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**

II. Recommendations: CASC Implementing/Current Projects			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Implement Point Of Sale (POS) system	Reduced costs due to inventory shrinkage; Reduce inventory period from quarterly to annual; Eliminate prep time for quarterly inventories; Reduce prep time for Quarterly inventories; Eliminate conversion of data from manual to electronic format; Permit monitoring of inventory shrinkage	In progress. Savings: 380 hours to conduct quarterly inventory. Savings: 650 hours to prep for annual inventory. CHALLENGE: Initial startup cost of $10,000 per cash register / workstation; Training of Bookstore staff; Integration with the Datatel system.	
Implement one-year textbook ordering cycle - Request info from departments once per year instead of three times per year	Reduced costs related to ordering textbooks at last-minute; Increased time to purchase and sell used books; Reduce time required to prepare for textbook ordering (RO & SF already do this annually); Ability to identify shrinkage and take corrective action	In progress. Savings: 128 hours per bookstore x 3 locations. CHALLENGE: English, and select other departments, will require a shorter cycle due to high book turnover rate.	
Invoice Payment Process – Permit vendors to send electronic copies of invoices	Reduction in turnaround time for vendor payments will result in early payment discounts from vendors; No reduction in labor to process payments	Change in current practice of having Accounting receive invoices from vendors; Accommodation needed for vendors that do not have this capability.	

Credit Memo Use – Provide tracking mechanism for Bookstores and Accounting to view status of Credit Memos	Reduction in time that funds are tied up by vendor	<u>CHALLENGE</u>: May require assistance of IT.	
Financial Aid Purchases – Shift processing of purchases to cash register	Eliminate Financial Aid processing stations; Processing of Financial Aid will be done at checkout register Savings: 2,800 hours of temporary employee and classified overtime costs	<u>CHALLENGE</u>: Requires the implementation of POS system; Requires the assistance of IT; Requires interface with Datatel.	
Workforce Development / 3rd Party Vendor purchases – Shift processing of purchases to cash register	Eliminate 3rd party processing stations; 3rd party purchases will be done at checkout register Savings: Included in Financial Aid savings	<u>CHALLENGE</u>: Requires the implementation of POS system; Requires assistance of IT; Requires interface with Datatel.	

III. Opportunities: Require Further Research Prior to Recommendation			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Stop accepting personal checks for Bookstore purchases	College will no longer have to pay fees for collection agent services; College will avoid having to write-off bad debts; Eliminate time spent attempting to collect on bad checks	Further research needed on student effects. College could apply this change to Bookstore purchases only; Checks could still be accepted for Business Office transactions.	

IV. Recommendations: Not Supported by CASC; No Action Needed			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**

AUXILIARY SERVICES – *Mail /Duplicating/Graphics Services*   **Director: Gheretta R. Harris**

I. Recommendations: Require Cabinet Approval for Implementation			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Move AH mail room/shipping & receiving to T building loading dock.	Reduce propane/gas for hi-lo. Reduce wear and tear on hi-lo; Area would be more secure. Safer due to no public parking in the loading dock area. With the loading dock at T building, deliveries can be accepted anytime a staff member is available. A Hi-lo is not needed to offload shipments.	Without a loading dock, deliveries can only be accepted when someone is available to operate the Hi-lo to unload delivery trucks. Current situation is unsafe. CHALLENGE: Staff housed in T building loading dock area may be opposed to vacating the area for shipping & receiving to move there.	
Reduce mail stops to 1 or 2 per building (or 6 communal mail rooms per campus)	Reduce staff delivery time. Reduce or eliminate the need to employ student assistants. Less staff time spent moving mail to several places within each building.	AH has 42 internal mail stops, OR has 20 internal mail stops, HL has 20 internal mail stops, SF has 1 internal mail stop, RO has 2 internal mail stops. Each stop is visited twice daily. CHALLENGE: To find an agreeable place for communal mailrooms. Employee resistance to change (having to leave their office to pick up their mail).	
Cost saving opportunity by reviewing what is legally required to be mailed. There are items that should not be mailed… invoices, promos, catalogs, letters, financial aid documents, library late fee letters, semester postcards, etc.	Fall 2010 student registration invoices cost **$18,300** to produce and mail. ($767 envelopes, $12,300 postage, $800 mailing service fees, $600 paper stock, $3,833 printing of invoices.) Many departments create	Protocol requires approval. Students expect information to be sent electronically. Invoices are usually not accurate by the time they are printed and mailed to the students. The College spent **$290,000** in fiscal year 2009-2010	

	mailings that really need to be reviewed (are the mailings being properly targeted?) Example: should we mail 60,000 fitness and recreation brochures three times per year at a total cost of $35,775 for printing and postage? It would be far more efficient to e-mail invoices, promos, etc. We would save many expenses for postage and handling.	for postage. CHALLENGE: Measuring the effectiveness of the current publications to see if they are justified; IT will need to be involved in implementing these solutions; Resistance from the OCC community.	
Stop printing and mailing paper transcripts. Many institutions prefer transcripts to be e-mailed.	Would save on paper stock, postage, etc.; Save time from printing, folding, stuffing envelopes and applying postage.	We processed 42,000 transcripts in FY09-10; over 2,000 of them were sent via expedited service. CHALLENGE: The current transcript workflow process would require adjustments.	
Reduce number of catalogs printed/distributed and convert to online catalogs and schedules.	Printing costs; also those savings related to efficiencies. Reduce yearly Schedule of Classes costs by $35,000 if printed version is eliminated. Reduce Catalog costs by $62,400 if printed version is eliminated; Real-time accuracy with regard to classes being offered; eliminate duplication of effort.	Support online SOC (only) and bi-annual catalog. Content would go directly from faculty secretaries to finished product; updates and corrections could be made immediately. Graphic Services input would be for cosmetic purposes only. *Note that an online Catalog could be created, although a printed version would likely be needed for student usage. Many schools have already discontinued printing schedules. CHALLENGE: OCC administration support needed; resistance from OCC community.	

II. Recommendations: CASC Implementing/Current Projects			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Limit paper color options, order in large quantities and store at MTEC for distribution/delivery to campus.	Reduces # of hours of delivery time for mail staff to deliver.	Saving the College money by ordering a few colors in large quantities and save copier down time. CHALLENGE: Employee resistance	
Opportunity to save money by finding a cheaper vendor to provide shrink-wrap & packaging.	Shrink wrap: U-line is $60/case (4 rolls) OfficeMax is $177/case (4 rolls)	Done. Could use a blanket purchase order to make ordering from U-line easier. Not as easy/efficient to order from U-line as OfficeMax.	
Envelop sealer with glue (glue stick) should not be purchased at the College, it gums up the mail machines (remove from OfficeMax contract catalog).	We would save nearly $4 for each order of glue. We would save on mail machine maintenance and downtime; Would save on staff time having to clean and "repair" the mangled mail and broken mail machine.	Glue causes mail machine problems and downtime. Envelopes stick together; therefore, second envelope does not receive any postage. While separating envelopes, tearing occurs. Special handling is required at the U.S. Postal Service. We pay double postage for the post office to return the damaged mail.	
Condensing college-wide mail route to one DO trip per day (payroll created the need to have two runs per day when they were issuing paper checks). Create a cut-off time for express shipments.	Less gas usage and less vehicle wear and tear; Express shipments could all be done in one run rather than several…save on staff time.	The Registrar's office will oppose. DO staff wants 3pm pick up, as well as a morning pick-up.	
Internal mail run between RO & SF should be eliminated.	Less gas usage and less vehicle wear and tear; Staff could be doing other things, rather than driving between campuses.		
Provide "walk-up" duplicating services		Revenue generation; refer to	

for staff & students (for non-OCC work)		resource development team Would possibly need more staff and another duplicating machine.	
Require faculty to sell course packs in the bookstore, rather than hand out large amounts of copies made on campus machines	Would save on copy paper, binding, staff costs would be recouped by selling the course pack to students.	Emphasize the use of technology where appropriate. Faculty expects the students to receive free handouts in class.	
Utilize Planet Press for all Financial Aid letters and have them print in Duplicating Services	Copy cost is cheaper in duplicating services. Would save on toner, etc.; The time spent printing, folding and stuffing Financial Aid letters by the Financial Aid Office staff would be spent doing other things.	The letters would look professional. Utilizing Planet Press would be a secondary choice to sending letters via e-mail. Emphasize the use of technology. IT workload has prevented this from moving forward. Possible resistance to change.	
Create an on-line ordering system for all Graphics & Duplicating services/requests	We could reallocate staff time from logging jobs to other things. It can take up to two hours per day to log jobs.	IT department has already started this project, is reportedly 90% completed, but stalled a couple of years ago. The site would follow a sequence from Requester to Business Office, to Graphics/Duplicating Services. It would be far more efficient than the current process involving a paper request form. Support - IT needs to recreate it.	
Reduce the expenses of special stock, envelopes, printing and postage for mailing invoices every Tuesday and Friday by sending invoices via e-mail or printing them less frequently	Fall 2010 student registration invoices cost $18,300 to produce and send.	Emphasize the use of technology where appropriate.	
Make OCC Service Request Form (AUX09) an on-line ordering site.	Reduce processing time; reduce duplication of effort; reduce confusion; streamline process.	IT Dept. has already started this project, is reportedly 90% completed, but has stalled. The	

	Savings: 30 hours/month for the Graphic Services Department. Efficiency would increase to greater than 50 hrs/month if also used for Duplicating Services requests.	site would follow a sequence from Requester to Business Office, to Graphics/Duplicating Services. (ie, OfficeMax site, Catering, Raider's Webstore, etc). CHALLENGE: Completion of the sire by IT; acclimating community to new procedure.	
Tighten college identity standards (paper usage, design time, waste, printing)	Reduce graphic design time; limit use of outside printing and related costs; reduce paper waste and expenses.	Challenges/barriers could be eliminated if the OCC administration publicly empowered Graphic Services with regard to the identity standards. It should be required that materials seen by the public go through Graphic Services. Support enforcing the use of the existing identity standards.	
Make all OCC forms electronic	Printing costs eliminated or significantly reduced (example: each 3-part form costs 20 cents); also those related to efficiencies; Reduce effort and turnaround time for those needing forms; data from forms could be measurable and accessible (data can be captured and stored for review…reports could be run).	Forms would go online and would be constantly available. Forms would not need to be stocked, saving warehouse space. Outdated forms would no longer be a concern. Most student-oriented forms would be created specifically for use via the OCC Website, ideally with data capture. This effort would need strong coordination with the IT Department and web staff. (Travel forms and payroll forms used to be multipart forms and the change was effortlessly made to a form available via Infomart. CHALLENGE: Resistance from the	

		OCC community; strong coordination with IT Dept. needed. Staff members feel that they need multipart forms.	
Co-op printing (revenue generation). Advertisers pay printing company directly	Reduce the printing costs of the Schedule (dependent on number of advertisers and fees charged for placement of ads).	Refer to resource development team. Payment for advertising in the Schedule of Classes would be applied directly to the printing costs of the Schedule. This opportunity might not be applicable for an online Schedule of Classes. CHALLENGE: Legality related to OCC's non-profit status; acceptance of the practice by the OCC administration; instituting standards for acceptance of an advertiser or advertisement.	
Create resumes & cover letters for students (if time was freed up due to web forms, etc.)	N/A; would generate revenue dependent on the amount of usage.	Refer to resource development team Templates and options available to the customer would need to be limited to keep such a service within reasonable means. This opportunity would provide a service to our customers. CHALLENGE: Time needed for added workload this opportunity would create for both Graphic Services and Duplicating Services.	
Bring production of OCC business cards in house.	Printing/production costs would be reduced in half (exact amount dependent on the amount of	The most cost-effective design would be produced on normal cardstock in black and white. The	

usage); Streamline the ordering process and reduce turnaround time.		primary purpose of a business card is to relay information; it does not need to be "fancy." Inexpensive business cards would help to send a message that OCC is taking its fiscal responsibility to the taxpayers seriously. CHALLENGE: Acceptance of in-house printed materials vs. vendor printed materials; time needed for added workload this opportunity would create for both Graphic Services and Duplicating Services.	

III. Opportunities: Require Further Research Prior to Recommendation

OPPORTUNITY	COST SAVINGS/EFFICIENCY	CASC NOTES	CABINET RESPONSE
1098 T's should be e-mailed, not mailed through the United States Postal Service.	2009 - 1098T forms cost **$20,700** to produce and mail. We would save paper, postage, and mailing service preparation fees; Staff time would be saved.	50,000 were printed and mailed last year. Support *if comply with federal regulations.* IT set up.	
Reduce on campus printing by "funneling" jobs to Duplicating Services	Savings would include costs of $.02 per image (with white paper). The total for printing and copying on the managed copier fleet (Konica machines) for FY 2009-2010 was approximately **$862,000**. There would also be savings on toner and printer wear & tear.	Duplicating services could provide a consistent image and consistent quality. Need additional information on the process/functionality and guidelines associated with this type of program; Many faculty believe it will take too long to have work done at Duplicating Services.	
Implement "rules-based printing" so more print jobs will be sent to Duplicating Services	This would save toner and printer/copier wear & tear; This would save departmental staff	This would be a software-based solution managed by IT for any network. Could also have pop-up	

	additional time.	messages reminding staff to send print jobs to duplicating services. People want to print where it is convenient for them, they do not want to send printing off campus. Need additional information on the process/functionality and guidelines associated with this type of program	
Increase Graphic Services involvement in the design of the College's website.	Related to efficiencies; Reduce duplication of effort; improve appearance of OCC Website.	Most comparable educational institutions use the talents of trained graphic artists with regard to the design of their Websites. OCC does not. Currently, some materials designed by Graphic Services are redone a second time by the OCC web staff. Need additional information OCC administration support needed; time needed for added workload this opportunity would create.	
Create a group list in Outlook for Administrative Specialists and secretaries so that Graphics can send messages regarding template changes, etc.	Eliminate confusion; keep OCC community up-to-date and informed. Creates consistency and uniformity.	This would be an excellent means of educating the OCC community with regard to the function and purpose of the Graphic Services Department, as well as providing graphic materials and templates to ease the burden for those creating minor communication materials for the college. CHALLENGE: OCC administration support needed; resistance from OCC community.	

		Need additional information.	

IV.		Recommendations: Not Supported by CASC; No Action Needed	
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Reduce United States Postal Service overnight expenditures by allowing walk-up transcript processing at DO.	Saves postage fees. Each express envelope costs $17.40 (we charge the students $17.50). Using the "flat rate" envelope is more expensive than it should be; Saves staff time on runs to the Post Office.	Students would gladly pick up their transcript at DO. It would improve our customer service. However, the Registrar's office will oppose.	

AUXILIARY SERVICES – Copiers/Printers   Director: Gheretta R. Harris

I. Recommendations: Require Cabinet Approval for Implementation			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
II. Recommendations: CASC Implementing/Current Projects			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Eliminate free prints from Pay for Print system	$74,970.01 in 6 months in just the LRC and ASC; 1 hour per semester	This was done for Fall 2010 semester. Done.	
Consolidate Staff and student system to 1 system and card based	Consolidated 13 servers to 6; 5 hours per quarter of MPMDS time; 15 hours IT staff, unknown in Library and ASC staff	Needed to be done for software compliance. Completed, 8/31/10. Done.	
Reduce Paper Types and colors available	Depends on implementation	See Duplicating.	
Have all paper purchased by MPMDS and shipped to campus	$14,331.97 per year	MPMDS buys paper in volume cheaper at the mill and can house it at the warehouse and distribute it on existing routes to campuses. Also reduces the number of individual requisitions created. See Duplicating.	
Expand Course pack Development	Don't know how many can be done but there are numerous examples of waste	We have examples of students being required to print several hundred pages. It could be done cheaper and sold to students cheaper as a course pack through the bookstores. CHALLENGE: Planning, Potential staffing issues in duplicating services.	

OPPORTUNITY	COST SAVINGS/EFFICIENCY	CASC NOTES	CABINET RESPONSE
Set printers to Draft mode by default	$27,272.20 per year	Reduces the amount of toner used by 20%. Support providing information and documentation on capability and usage. CHALLENGE: Training issue.	

III. Opportunities: Require Further Research Prior to Recommendation			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Remove all Desktop printers	$50,000 year in toner	More information needed (ie, criteria, needs assessment, etc.).	
Remove color laser jet printers from most staff areas	Currently Unknown, it will depend on implementation	Centrally locate them to share among departments. More information needed (ie, criteria, needs assessment, etc.).	
Set up Secure Print	Currently unknown	It would prevent people from printing jobs and not picking them up. Support providing information and documentation on capability and usage.	
Enable Rules Based Printing	Depends on implementation	Sends jobs to the most efficient printer, could add workload to Duplication Services. Support providing information and documentation on capability and usage.	
Consolidate and remove part of network printers	Depends on implementation	Some areas have a 1:1 ratio of printers to staff. More information needed *(ie, criteria, needs assessment, etc.)*	
Remove all student access printers except in computer labs		More information needed *(ie, criteria, needs assessment, etc.)*	
Expand Pay for Print to all student printing areas	Depends on implementation	Pay for print in the LRC and ASC has moved printing to other labs with free	

		prints.	
		Support w/additional planning regarding how access can be secured for student requirements. CHALLENGE: Cost of implementation.	
IV. Recommendations: Not Supported by CASC; No Action Needed			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**

AUXILIARY SERVICES – Child Care

Director: Gheretta R. Harris

I. Recommendations: Require Cabinet Approval for Implementation

OPPORTUNITY	COST SAVINGS/EFFICIENCY	CASC NOTES	CABINET RESPONSE
Raise the registration fee and hourly rates	Less subsidization by College	Fees have not been raised since 2006; Increase registration rate from $20 to $40 in FA/WI and $10 to $20 for SU1; May decrease Childcare/Student enrollment due to competition.	
Eliminate infant and toddler age group (6 wks to 2.5 and not potty trained)	Reduced personnel costs i.e. Increase ratio of caregivers to children from 1:4 to 1:6 No environmental inspection **Savings: $170 every two years.** Consistency in services College-wide One fee rate per category (student, staff, community) Less fee calculations Reduction in paperwork	AH only licensed Center for these age groups. <u>CHALLENGE</u>: May decrease Childcare/Student enrollment.	
Postpone reopening of AH & SF centers due to staff resources	Staff costs	Construction issues at AH & SF.	
Consider elimination or phase out centers	Staff costs	Utilize space for OCC student learning. <u>CHALLENGE</u>: Staff issues; Elimination of service.	

II. Recommendations: CASC Implementing/Current Projects

OPPORTUNITY	COST SAVINGS/EFFICIENCY	CASC NOTES	CABINET RESPONSE
Increase the Early Childhood Development student internships	Interns pay for their physicals and TB tests instead of College	120 hrs are required for Interns. <u>CHALLENGE</u>: Providing hours around	

	No payroll expense Replace student workers ECD Interns have knowledge and interest in the field and accumulate required hrs.	their schedules; It is a non-paying position.	
Decrease caregivers to equal stated mandated ratios	Decrease in payroll costs; Ratios used by OCC for preschool: 1:6; Ratios mandated by State 1:8; Less labor hours; Include Coordinators in ratios	CHALLENGE: Management & Classified union conflicts; Decrease in services due to decrease in ratios.	

III. Opportunities: Require Further Research Prior to Recommendation

OPPORTUNITY	COST SAVINGS/EFFICIENCY	CASC NOTES	CABINET RESPONSE

IV. Recommendations: Not Supported by CASC; No Action Needed

OPPORTUNITY	COST SAVINGS/EFFICIENCY	NOTES	CABINET RESPONSE
Use only one software system, i.e. Datatel and stop using EZ Care	Cost Savings: $2,080/yr EZ Care license renewal Cost Savings: $250 Webinar training on an as-needed basis; Only have one system to keep data and billing; Saves time in collecting data and billing; Gather historical data in one place	A former IT contractor worked on integrating the two systems. There has been no follow-up. CHALLENGE: Less reporting capabilities; Can Datatel provide the information.	
Supervision to be done by Campus Presidents	Reduced mileage expenses due to less driving between campuses by a single Supervisor Problems solved locally and in some cases faster.	There have been 8 supervisors over the last 8 years; Have Coordinators part of Presidents' staff meetings Not recommended CHALLENGE: Consistent communication among Presidents and consistent operations	
Increase marketing of Children's	Possible increase in student	Sources: OCC Facebook, Homepage,	

Centers	enrollment due to increase awareness of services	Bulletin Boards, Twitter, Marquees. <u>CHALLENGE</u>: Cost vs. benefits	
Empower coordinators to be flexible in operating hours based on childcare enrollment	Reduced payroll costs Less idle staff	Advertise the hours of each center via posters, Webpage, TV monitors, marquees, etc. <u>CHALLENGE</u>: Inconsistency of operating hours among campuses	
Provide evening childcare until 6:00	Improving student needs for childcare Better utilization of staff	Current hrs are 7:45-5:15 - No SUII hrs. Based on the survey of the other 27 CC's the majority had evening childcare (see MCCBOA Survey). Increase in staff hours and payroll costs.	

ENROLLMENT SERVICES – Records/Registrar, International Student Advisement   Dean: Carla Mathews

I. Recommendations: Require Cabinet Approval for Implementation			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Implement digital imaging	Reduce duplicating costs, storage fees and copy costs Reduce Staff time needed to (students/OT) to maintain files; Eliminate need to purge physical files	RECORDS. CHALLENGE: Implement digital imaging.	
Increase transcript fees ($2.00 to $5.00)	Check cost/staff labor to return funds; Eliminates check or monies being returned to requestor	Revenue generation. CHALLENGE: Increase transcript fees ($2.00 to $5.00).	
Reassign/cross train staff to assist with processing graduation applications before submitting to DO Review graduation validation workflow at each campus and streamline to ensure accuracy	Train Specialists in counseling to enter grad application into SGRD; Eliminate backlog	With a double check on campus, helps minimize process time for graduation requests. CHALLENGE: Reassign/cross train staff to assist with processing graduation applications before submitting to DO Review graduation validation workflow at each campus and streamline to ensure accuracy.	
Implement a functional Degree Audit Application and consider program structure development from external services Provide opportunity for students to perform online degree audits	Reduced staff time; Self-help system would reduce telephone inquiries; Promote student efficiencies and academic relationships with the College	CHALLENGE: IT support, staff training.	
II. Recommendations: CASC Implementing/Current Projects			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**

Enhance Online Services. Research student ability to change data online	Reduction in staff time with students waiting in line to change information.	CHALLENGE: Enhance Online Services. Research student ability to change data online.	
Implement link for Registrar via online services/forms for student to initiate number of functions like transcript requests, verification of enrollment, etc	Staff time processing funds and paperwork, phone calls reduced (10-16 hrs/week) Eliminate handling funds in Registrar's office	Utilize PayPal – would still be able to process mailed in requests. CHALLENGE: Implement link for Registrar via online services/forms for student to initiate number of functions like transcript requests, verification of enrollment, etc.	

III. Opportunities: Require Further Research Prior to Recommendation			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Invest in software (fsaATLAS) enabling ISA's to talk w/o file transfers Increase use of website for F-1 student forms, procedural information	Staff time/reduce face to face – 10-16 hrs Duplication of forms, Duplication, lost files No physical file transfers, electronic transfer of info Minimize face to face communications	CHALLENGE: IT support, training needed for International Student; Advisors to use SEVIS and Datatel more efficiently; I20's will be 100% electronic in 2011-12, software assist communications and files; Consider sharing SARS program (used by counselors) to write notes and make appointments; Implement updated website design; No new system necessary.	

IV. Recommendations: Not Supported by CASC; No Action Needed			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Automated email to confirm graduation achievement	Mailing costs	Improve communications with customers. CHALLENGE: Need staff retraining- Information Technology staff to prepare query to send email.	
Train campus student service specialists	Staff Time (hrs? est 8-10/wk –	Clerical evaluation only, Process is data	

to perform transcript evaluations	transferred/shared by on campus personnel); Eliminate backlog, provide JIT services for students looking to have transcripts evaluated	entry. <u>CHALLENGES</u>: Security issues with processing transcript evaluations on campus. Need further investigation for having official transcript paper on each campus. Specialists need dedicated time to ensure efficiency.	

ENROLLMENT SERVICES – *Recruiting, Admissions, Switchboard* Dean: Carla Mathews

I. Recommendations: Require Cabinet Approval for Implementation			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
II. Recommendations: CASC Implementing/Current Projects			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Switchboard - Review of Shore Tel ECC clients and areas utilizing this technology – also look at where the automated attendant routes the inboard callers	Reduction in wait times, better servicing the students questions	Large number of callers unable to reach Financial Aid, counseling offices, and others Need to determine types of calls being handled currently CHALLENGE: Cost, buy in from the departments, cross training	
Switchboard - Making more information available online and increasing awareness of Infomart updates, campus events, campus staff members, and Student Life functions	Approximately 75 calls per day per operator @ 2 minute per call x $21.21 (classified Level II) wage per hour = 2.5 hours call time @ 21.21 =$53.00 p\day	Better use of time, information, and resources CHALLENGE: College support, Infomart updates, determine ownership of webpage	
Switchboard - More than 200 calls are abandoned during Final Registration each day. Need to have a successful Phone Center or consider outsourcing services through Presidium during busy registration periods to supplement present staffing levels. We need the ability to provide current and prospective students with information regarding applications,	Pricing options unavailable College reputation in the community is priceless. Build an engagement strategy that drives student success. Reduced waiting in queues and dropped calls.	CHALLENGE: Cost to operate a fully-functional phone center or outsource services to Presidium Service	

transcripts and classes utilizing text, chat and online self-help.			
Recruiting and Admissions - Make all student forms available online	Students can access forms and print at home. Would reduce internal printing of forms and support efficiencies for students. Assists with student efficiencies and convenience	<u>CHALLENGE</u>: Priority for IT	
Admissions - Provide consistent hours between all student service areas (admissions, registration, financial aid, business office, counseling, testing, bookstore, etc.,) suggested to stay open to 7 PM	Stagger staff hours to accommodate staying open to 7 PM for all areas Provides consistent support for evening students	<u>CHALLENGE</u>: Buy in from all the departments, union negotiation of hours and department support	
Admissions - Purge process is labor intensive and time consuming. There is little room for expanding student files. Need scanners in all campus Enrollment Services Offices.	Eliminating time-consuming purges each year will pay for itself.	<u>CHALLENGE</u>: Cost, college wide decision to act promptly	
Recruiting/Admissions - Combine New Student Orientation/Group visit efforts	Savings: College resources, time and staff Reduce duplication of efforts		
III. Opportunities: Require Further Research Prior to Recommendation			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
IV. Recommendations: Not Supported by CASC; No Action Needed			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**

ENROLLMENT SERVICES – *Financial Aid*   Dean: Carla Mathews

I. Recommendations: Require Cabinet Approval for Implementation			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Utilize current human staff to assist with processing financial aid applications during peak times.	The savings has not been determined. Reduce staff costs due to overtime and hiring temporary employees.	CHALLENGE: College wide buy-in to assist with the overload	
Reduce college refunds of grant funds due to non-attendance by grant recipients.	The cost savings would increase exponentially, as the college retains grant funds.

SFRS may adjust student accounts prior to disbursement. | CHALLENGE: Faculty buy-in, N-Mark must be made earlier in the semester. | |
Maximize use of document imaging college-wide.	The availability of the documents college-wide expedites processing of financial aid files at all locations.		
Improve telephone customer service to students	The savings in satisfied customers are invaluable. Overtime and temporary employees will be decreased, due to the lack of long lines at enrollment services counter during peak hours.	CHALLENGE: College-wide change in how we do business.	
II. Recommendations: CASC Implementing/Current Projects			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
III. Opportunities: Require Further Research Prior to Recommendation			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**

IV. Recommendations: Not Supported by CASC; No Action Needed			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**

FINANCIAL SERVICES – *Accounts Payable/Accounts Receivable/Payroll*　　　**Controller: Gail Pitts**

I. Recommendations: Require Cabinet Approval for Implementation			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
II. Recommendations: CASC Implementing/Current Projects			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Increase use of E-Checks for vendors	Reduce cost of checks, postage Savings:　　　$10,000 Reduce processing time Savings:　　　10 hrs/month	CHALLENGE: Non-acceptance of e-checks by vendor; Employee training.	
Streamline Payroll Implement web-time entry	Elimination of data entry	CHALLENGE: Faculty load issues.	
Provide electronic statements to students and sponsors	Reduce cost of statements, postage, labor for printing and mailing Reduce processing time and effort Timely communication of up-to-date information	Preliminary discussions being held with IT. Survey sent to MCCBOA and Datatel schools to review best practices. CHALLENGE: Custom programming required. Approx 1,200 invoices per semester.	
Review and streamline student refund process	Reduce processing time and manual effort	Recommend cross-functional task force for process review. CHALLENGE: Limited staff and technology resources. Approximately 43,000 refunds issued per year.	
Implement Communications Management for Accounts Receivable	Reduced collection fees Reduced manual effort	CHALLENGE: Training Implementation.	

	Improve invoicing and collection efforts Track communications history		
Document Imaging – 3rd party vouchers, escrow authorizations, tuition refund petitions	Reduced document storage and retrieval costs Improved document retrieval and availability Facilitate document analysis Improved communication	CHALLENGE: Data security Implementation. Training.	
Automate XMMD report Some data must be entered manually on each retirement account	Eliminate fines paid to the state for late reports Eliminate manual entry of additional retirement data	CHALLENGE: IT support for extensive programming.	

III. Opportunities: Require Further Research Prior to Recommendation			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Archive student and sponsor records	Improve response time Improve accounts receivable file system processing time	Need dedicated person or dedicated time from each staff member Limited staff resources. Is this already performed on academic side? Support if standard Datatel operations can be done to improve efficiency.	
Increased use of Datatel expert for consistent review every 3-5 years	Elimination of redundancy Ensure maximum system use and upgrades		

IV. Recommendations: Not Supported by CASC; No Action Needed			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Increase use of payroll direct deposit	Reduce cost of check postage Reduce processing time	Lack of employee interest Already offered; further promotion unnecessary.	
Provide automatic process to prioritize distribution of financial aid, 3rd party sponsorships, and escrow awards	Reduced manual effort Prevent refunds issued in error Improve student refund processing time	Recommend that rule be created for use of Informer/query reports. Limited staff and technology resources Training. Needs to be performed on case basis since 3rd parties have different requirements.	
Dedicated IT person within Financial Services (at DO) for daily support and efficiencies within AR, AP and Payroll	To effectuate continuous technological improvements	Not necessary – DMT prioritization needs follow-up and college-wide review; political nightmare to do for only one area.	
Improved technology and staff training	To run better reports, remove manual processes, and allow more staff direct deposits	Manual processes unacceptable when attempting to service 35,000 students.	

FINANCIAL SERVICES – Budgeting/Campus Business Offices   Controller: Gail Pitts

I. Recommendations: Require Cabinet Approval for Implementation			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Provide Payment Plan for students	Reduce staff time in providing emergency loans by using vendor Save approx. 100 staff hours per semester	Many students are not able to make full payment for all of their classes. They are then forced to drop their class load down to what they can pay for and then forced to try to pick classes back up after payment deadlines. This would also improve the image of OCC in the students' eyes. CHALLENGE: Getting payment plan system to work with Datatel. Communicating the payment plan to students and the College community. Ensuring the system operates correctly, especially when deregistration for non-payment occurs.	
Allow multiple payments options on the web	Currently, this type of transaction can only be cashiered in-person at the Business Office. Enabling students to do this on their own online would reduce the on-campus traffic and processing time.	This would be a student-friendly approach to handling tuition payments. It may also result in more paid tuition (less deregistration for non-payment) if students have this option available to them. CHALLENGE: Establish the process whereby this can occur through Online Services.	
Implement an electronic timesheet system	Staff time in the Campus Business Office would not be spent collecting and verifying timesheets and re-verifying revised timesheets. Staff	Payroll, supervisor who review and approve timesheets. CHALLENGE: Switching from the paper timesheets to an electronic timesheet	

	time in Payroll would be reduced through the electronic processing of timesheets. The feature for an online timesheet system is already available in the Online Services package OCC already owns. OCC would also be able to improve is sustainability image.	would take some time to implement throughout the organization. Enabling the features in Online Services would also take some work.	

II. Recommendations: CASC Implementing/Current Projects

OPPORTUNITY	COST SAVINGS/EFFICIENCY	CASC NOTES	CABINET RESPONSE
Enforce consistency in following budgeting rules	Greater accountability would improve budget planning and budget usage with the focus on what is available, not on what is desired.	The Budget Analyst is currently working with the business managers to eliminate inconsistencies. This would also eliminate some tension that exists between the campuses and District Office. In progress. Budget Analyst working with Business Managers to ensure consistent decision-making. <u>CHALLENGE</u>: The notion that the inconsistencies between how campuses handle their budgets and how District Office handles its budgets is not really a problem and that DO *has* to operate that way.	
Ensure campus-based requests with a 91 location code receive adequate representation at District Office	There would be less staff time spent finding out what happened to requests due to a smoother furniture/equipment request process. There would also be less frustration for staff, which results in more productive staff.	Challenges would be communication of the status of requests and ensuring the campus-based requests receive good representation.	

Work toward utilizing Colleague to provide the information that is maintained by the Position Control	Reduction in time spent by Human Resources in maintaining two separate programs. Provides more accurate, more efficient, real-time position control information.	Human Resources and the Budget analyst are currently in the process of finding a way to have Colleague provide this information. Budget Analyst has recommended a representative from Human Resources and the Budget Analyst take part in a Datatel focus group. CHALLENGE: Finding an effective way to have Colleague track the information while waiting for Datatel enhancements. Switching to a single list may also alter some of the processes that currently take place in Human Resources.	
Improve the software approval process	Purchasing software closer to the software release date might result in a higher price being paid for cutting-edge software. The cost would vary by software package. Faculty would be able to plan their curriculum for an upcoming year better. Faculty and classrooms would benefit from having the "state-of-the-art" software. Students would benefit from learning the latest software packages being used in various industries. OCC's image would benefit with students using the most-recent software packages, thus presenting OCC as a state-of-the-art institution.	Departments impacted would involve IT (specifically, the Executive Director of IT Infrastructure), academic deans, faculty department chair people, Financial Services, and the Campus Business Offices. Complete. Process already created and implemented last fiscal year. CHALLENGE: Improving the turn-around time for software requests would for a change in how the software-request process works and with how software budgeting occurs.	
Enable campuses to print official transcripts in the Business Offices at all	OCC could charge an additional fee for a student to receive an immediate	Up-front costs would be very small, primarily the cost of envelope seals	

campuses	transcript on campus, perhaps double the normal price. Registrar's Office staff would have to spend less time processing transcripts since the immediate requests would be handled at the campuses. (Currently after a transcript is paid for on campus, the student must make an appointment to come to DO to pick up the transcript.)	currently used by the Registrar's Office. CHALLENGE: The Registrar's Office would need to agree with this and allow secure transcript paper to be stored and used at every campus. Additional fee for an immediate transcript may need to be approved by the Board of Trustees. If the bulk of immediate transcript requests occur once a semester's grades have been posted, then that traffic would occur during Final Registration the next semester.	
Cross Train Business Office Staff in Student Support Services	This could save $100,000 per year. (Cost of 2 full-time positions if each cashier gave 8 hours per week during down times) Improve efficiencies in other departments of the college. Savings of 80 hours per week.	During some off-weeks, the Cashiering staff could have up to 8 hours of down time where they could assist Financial Aid, Enrollment Services, etc. This work would need to be done in the Business Offices so that they could monitor the cashiering window, but multi-tasking could save the college significantly. CHALLENGE: Need Upper Administration to support and make this a requirement. The Classified Bargaining Unit may feel this is something that needs to be negotiated.	
Eliminate promotional activity for Summer II Walk In Registration	Many staffing accommodations need to be put in place each year to handle Summer II Final Registration and Drop/Add. This is unnecessary because by the time these registration periods occur, most of the Summer II classes are already full since registration had been going on	A way that it may be possible to negotiate with faculty to eliminate Summer II Final Registration and Drop/Add would be to offer to move the start of registration. CHALLENGE: Summer II Final Registration and Drop/Add are currently a negotiated item in the	

	for 3 ½ months already.	Faculty Master Agreement. College thinking would have to get beyond the notion that Summer II is a separate term.	
Enforce consistency among the Campus Business Offices with how they track keys	Consistent practices would create a seamless system to those working in the office (thus making better use of staff time) and those requesting keys at various campuses (making better use of their time).	Completed. The Business Offices have been using the same database for at least the past three years. Orchard Ridge is in the process of preparing to re-key their campus. They will update the database when the process is completed. CHALLENGE: Campus Business Offices would need to agree to a consistent practice and, where necessary, upgrade operations.	
Leave the assigning of e-loan late fees to the Campus Business Offices	Staff time better utilized with accurate posting of e-loan late fees. Less staff time spent working with students with erroneous financial holds	Already occurring. CHALLENGE: A manual application of e-loan late fees would take more time than the automated posting of the e-loan late fees. There may be resistance to this process being decentralized.	
Fixed Assets: Convert the paper Asset Transfer / Disposal Form in triplicate to electronic form. Status and tracking through an Access Database as opposed to a hand written hard copy form.	Eliminate the cost of form production and stocking. $0.28 per form just to print then stocking shipping and ordering costs can be eliminated. Eliminate time and effort of interoffice mail service back and forth several times for approvals and disposal method communications. Once a transfer or disposal has been created, it can be approved electronically in Access or Outlook.	Access can systematically assign a unique identification number to each record of an asset transfer or disposal created. This can be used to replace the internal control of pre-numbering the forms, which currently is not logged or monitored for sequence anyway. This unique identification record can be used to insure that all approved disposals are disposed of in the manner approved by the warehouse management. This identification number can also be used to reference	

	The form can then be electronically updated in the Access database. This will facilitate reporting by purchasing, warehouse management, and fixed asset management staff using a report created in Access. This should speed the process up days or even weeks from initiation to delivery to the disposal location. Efficiencies: closing gaps	the status of pending transfers and disposals. Leave as multi-part form. <u>CHALLENGE</u>: Database design and user training	
Fixed Assets: The proposed database can be used to report surplus items available to other campuses looking for items prior to purchasing new items. such as furniture.	Reduction in purchases of items that may be available at other campuses. Reduction in the time to procure new furniture and equipment if already available at another campus.	Checking this database for available items can easily be incorporated as a step in the furniture and equipment request process. <u>CHALLENGE</u>: Training for consistent use across the college at all campuses.	
Fixed Assets**:** Designation of a single loading dock at each campus for the purpose of pickup and delivery by the warehouse staff	Reduce time and effort of warehouse staff by selecting the best dock for warehouse staff speed and efficiency. Reduce confusion or delivery and pick up locations. Best dock locations will reduce time and effort of using unsuitable locations.	Consistency is the key to improve efficiencies. Campus staff can get items to one location and warehouse can arrive at the same location for all pick up and deliveries. <u>CHALLENGE</u>: Training for consistent use across the college at all campuses.	
Fixed Assets: Originator should contact fixed asset analyst with model and serial number information pertaining to asset and requests an OCC tag. Analyst should update fixed asset that is on the shared drive. Analyst should provide inventory update per campus twice a year to business managers and facilities managers.	Items are depreciated using the date of purchase, not the date of delivery. This means the sooner an item is put to use, the college gets more use per dollar spent. Reduce process time. Increase usage time of fixed assets.		

Surplus Equipment Disposal: Create an internal shipping document or "Shipper" to verify and track items as they go through the disposal process.	Streamline to process for pick-up by warehouse personnel and insure all items intended for the surplus sale reach the warehouse in a timely manner. This will provide greater internal control and improve efficiency of those responsible for the inter and intra campus movements. The shipper can be used to initiate a pick up schedule by the warehouse staff.	This shipper can easily be attached to work orders to the grounds department to reduce confusion and improve efficiencies in moving items to the receiving dock for pick up by the warehouse staff. CHALLENGE: Training for consistent use across the college at all campuses.	
Surplus Equipment Disposal: The proposed database can be used to report surplus items available to other campuses looking for items prior to purchasing new such as furniture.	Reduction in purchases of items that may be available at other campuses. Reduction in the time to procure new furniture and equipment if already available at another campus.	Checking this database for available items can easily be incorporated as a step in the furniture and equipment request process. CHALLENGE: Training for consistent use across the college at all campuses.	

III. Opportunities: Require Further Research Prior to Recommendation

OPPORTUNITY	COST SAVINGS/EFFICIENCY	CASC NOTES	CABINET RESPONSE
Implement the use of electronic keypad locks on classrooms	Keys and key production would no longer occur. The equipment and supplies in the classrooms would be more secure with the electronic keypad locks, thus reducing the cost associated with theft. Key requests would no longer be a function of the Campus Business Offices, freeing all of that staff time up completely. Staff (such as Public Safety) would not have to be called to unlock classrooms. Faculty (especially adjunct faculty) would not	Campus Facilities, Public Safety, Custodial/Grounds, Mechanical/Maintenance. Need to investigate cost. CHALLENGE: Electronic keypad locks and the network they use would need to be purchased for all classrooms, and existing electronic keypad locks may need to be upgraded. Programming of the electronic keypad locks each semester would also take time.	

OPPORTUNITY	COST SAVINGS/EFFICIENCY	CASC NOTES	CABINET RESPONSE
	have to worry about getting their keys on the first day of class. Keypad codes could be communicated to them by mail, email, and verbally.		
Fixed Assets**:** Extract information from Shelter inventory report and import to fixed asset inventory.	Items are depreciated using the date of purchase, not the date of delivery. This means the sooner an item is put to use, the college gets more use per dollar spent. Reduce process time. Increase usage time of fixed assets.	CHALLENGE: Review of the Shelter process is needed. Need to review entire fixed asset process.	

IV. Recommendations: Not Supported by CASC; No Action Needed

OPPORTUNITY	COST SAVINGS/EFFICIENCY	CASC NOTES	CABINET RESPONSE
Eliminate the awarding of emergency loans to students receiving financial aid	Fewer non-reconciled account balances for students. Less staff time spent dealing with financial holds on student records because the due date of the e-loan occurred before the financial aid disbursement.	Student Financial Assistance and Scholarships would be involved; needs to be case-based. CHALLENGE: As numbers of financial aid students increase, it becomes more difficult for financial aid to be processed in time for students to purchase their books or make payments. Many e-loans are used for purchasing of books and making payments until financial aid is available. Thus, it could be argued that e-loans would no longer be available for students who need them the most.	
Fixed Assets**:** Suggest one location to deliver all fixed assets. Place an OCC tag on the item and deliver to the originator. Finally, the information is given to the fixed asset person at DO.	Items begin depreciating the date of purchase, not the date of delivery. This means the sooner we use it, the college gets more use per dollar spent.	Not efficient.	

	Reduce process time. Increase usage time of fixed assets.		

FINANCIAL SERVICES – *Fixed Assets/General Accounting/Surplus* **Controller: Gail Pitts**

OPPORTUNITY	COST SAVINGS/EFFICIENCY	CASC NOTES	CABINET RESPONSE
I. Recommendations: Require Cabinet Approval for Implementation			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
II. Recommendations: CASC Implementing/Current Projects			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
General Accounting: Increase use of E-Checks for vendors. This process has begun with a few vendors.	Reduce cost of checks, postage, and processing time. Significantly improve bank reconciliations, sending funds to vendors multiple times and escheating funds to vendor home states.	Initial set-up requires banking information from vendors and IT support for vendor profiles and web advisor. CHALLENGE: Non-acceptance of e-checks by vendors, possible need for additional employee training.	
General Accounting: Increase use of payroll direct deposit.	Reduce cost of checks, postage, and processing time.	No further action, all attempts have been made to employees CHALLENGE: Employees may not want direct deposit.	
General Accounting: Increase use of Informer with additional training.	Greatly reduce work time and efficiency by creating queries.	CHALLENGE: Getting employees to use and adapt to new systems and technology.	
General Accounting: Increase efficiencies in Web MPSER reporting.	Reduce work time.		
General Accounting: Integration of new POS system for bookstore in maintaining inventory, recording entries, and invoicing Financial Aid/3rd Party students.	Ensure faster and more accurate processing which will eliminate need for additional workers and overtime.	Already in progress. CHALLENGE: Initial cost of system, initial set up, and employees training. Getting employees to use and adapt to new systems and technology.	
Grants Accounting: Educate college community on grant application and administration processes, including financial management. Maybe create /	Estimated labor savings: 2 days per month. Full utilization of grant revenue. Help Grant Project Managers	Move to RD.	

offer additional training in PDTC's "How to Write Grants" course, which focuses on how to maneuver Datatel, monitor budgets, etc.	understand the requirements for grant administration and manage their grant budgets in Datatel.		
Grants Accounting: Train college staff to go through / work with Advancement Office for initiating grants. The Advancement Office is the college's official Grants Administration office.	Estimated labor savings: 1 – 2 days per year The central location facilitates the coordination, standardization, control, monitoring, and compliance aspects of grant management. (Advancement uses an "Internal Grant Approval Form" to gather pertinent information, which works well).		
Grants Accounting: Provide cross training and back-up so that A/R Supervisor is not the only financial employee authorized to process grant information. Since grants have a range of deadlines, the flexibility of more workers when needed is important.	Reduced labor cost. Grants financial management will function more smoothly with fewer delays and interruptions	This will be done if the position vacated by Nadine Cork is filled	
III. Opportunities: Require Further Research Prior to Recommendation			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
General Accounting: Web Time Entry for student workers utilize Web-Advisor for processing student payroll to increase accuracy rather than using estimated time and improve process efficiencies.	Ensure faster and more accurate processing which will eliminate need for additional workers and overtime.	CHALLENGE: Getting employees to use and adapt to new systems and technology. Some employees have limited access to computers	
General Accounting: More fully integrate projects accounting into payroll entry to eliminate need for monthly downloads and JE's.	Reduce work time and eliminate need for additional workers.	CHALLENGE: Initial cost of implementation, employee training.	

| Grants Accounting: Fully utilize the existing Colleague Projects Accounting software capabilities and work with Datatel to enhance the Projects Accounting module. | Reduced manual effort for journal entry preparation, data entry, corrections, and report preparation. Estimated labor savings: 24 hours per month.

Automatic interface of Payroll System with Projects Accounting. Improved financial reporting and grants management. | The Projects Accounting module of the Datatel software is used to track the different grants. Since grants' performance periods vary, the Project Accounting software is used to cross over different fiscal years. The software has several shortcomings including the lack of comparison reporting for budget vs. actual expenditures, which complicates the grant management effort. In addition, the college is not utilizing all the features of the software, including the Payroll System interface and the use of sub-projects to track grants with multiple projects and funding sources. As a result, much time and manual effort is spent monitoring and correcting the Datatel database and preparing financial reports. CHALLENGE: Training Implementation. Datatel enhancement timeline. | |
|---|---|---|---|
| **IV. Recommendations: Not Supported by CASC; No Action Needed** | | | |
| | | | |
| **OPPORTUNITY** | **COST SAVINGS/EFFICIENCY** | **CASC NOTES** | **CABINET RESPONSE** |
| General Accounting: Utilize BVRP process to create vouchers for payroll-related payments i.e. deductions, benefits to eliminate need for additional data entry. | Greatly reduce payment discrepancy error and duplicate work. | Further clarification is needed. CHALLENGE: Getting employees to use and adapt to new systems and technology. | |

FOUNDATION

I. Recommendations: Require Cabinet Approval for Implementation			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
II. Recommendations: CASC Implementing/Current Projects			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Use document imaging to store paper documents electronically.	Staff hours	Can the Foundation be included in the RFP the College is currently preparing for this type of service?	
Create a common form to be used by campus-sponsored fundraising events to capture the donor's information.	Will increase compliance and ensure quality assurance.		
Formalize a process for the notification, tracking and use of funds distributed to the College.	Identify funds available for the benefit our students. Amount is unknown at this time.	CHALLENGE: Determining/documenting the donor's intent.	.
Enhance the Scholarship notification and application process.	Staff time		
III. Opportunities: Require Further Research Prior to Recommendation			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Create a Foundation Identity		Support pending Foundation Strategic Plan; Move to Revenue Generation.	
Increase the OCC Alumni Association membership		Move to Revenue Generation.	
Establish Foundation Ambassadors		Move to Revenue Generation.	

Volunteer Core in support of academic initiatives such as tutoring		Move to Revenue Generation.	
IV. Recommendations: Not Supported by CASC; No Action Needed			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Reactivate the Benefactor module from Datatel.	Eliminate the use of two databases and entering the data twice.	Potential for future implementation pending increased donors and revenue. Unnecessary expense; small volume.	
Purchase the General Ledger module of the Razor's Edge software currently being used by the Foundation.	Cost $15,000 - $20,000 Eliminate the use of Excel software as a database	Timed saved does not justify the cost. Potential for future implementation pending increased donors and revenue. Unnecessary expense; small volume.	

HUMAN RESOURCES – PDTC   **Chief HR Officer: Catherine Rush**

I. Recommendations: Require Cabinet Approval for Implementation			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Close Pontiac Center; lease up in 2012	$300,000 in approx. savings; Eliminate staff time in administration of building	CHALLENGE: OCC presence in Pontiac; relocating PC occupants; Renegotiation of lease.	
II. Recommendations: CASC Implementing/Current Projects			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Video Conference: Training Opps	Reduce Staff Travel / Mileage Expenses; Reducing Staff Time away from office	Support with existing equipment. Limited benefit for cost of new equipment. CHALLENGE: Equipment Purchase/Set-up. Staff training time.	
Increase electronic marketing & advertising for PDTC course offerings	Reduce Paper Costs; Increased class attendance (i.e. Faculty & Staff); Higher staff awareness; Perceived training importance	Already done. CHALLENGE: Staff Expertise. Software Applications cost (i.e. Constant Contact).	
PDTC Exploratory Meetings / Shadowing of various OCC Departments	Minimize Facilitator / Adjunct Instructional Costs; Better method(s) for determining OCC Organizational needs; Awareness of OCC Internal Functions	Already done. CHALLENGE: Staff Time Mgmt; Departmental Resistance.	
Benchmark other Regional Community College PDTC Divisions	Minimizing Instructional/Operational costs; Improved awareness & innovation in course/workshop offerings	Support benchmark, already done through professional organization. CHALLENGE: *Employee travel costs; Regional Information Gathering. Do not support travel.	
Increase number of customized workshops based on college needs	Provide specific training needed by departments as identified by	Currently using contractor on a limited basis for soft skill	

assessment(s)	supervisors	workshops; contracted with outside vendors for IT and OSHA/MIOSHA training Support, already done. CHALLENGE: Staff skill sets.	
*Review PDTC workshops annually In 2010, increased registration minimums; decreased number of workshops offered Technology manuals provided for workshop only – quick guides for take away for Microsoft Office 10 Participate in free webinars; rent rather than purchase workshop materials OCC Building Leadership Program facilitated with in-house staff Administrative/management in-service hosted onsite with no food Eliminated cost of purchasing books for book reviews Videotape college-wide presentations for future viewing Developed online "diversity" workshop as mandatory requirement per Chancellor	Reduce workshop costs in materials and facilitation Savings $2,000 annually Savings $13,000 annually Savings in materials and mileage; savings $1,000 - $5,000 Savings $20,000 annually Savings $3,000 annually Added value from speaker costs Mileage costs saved for all employees who completed training PDTC updated with current needs of the college departments	Already done.	
Reassignment of related activities from HR to PDTC PDTC assists in Clerical testing	Cost reductions; possible cost reductions in HR; Cross-training	Already done. CHALLENGE: Staff expertise.	

Processes tuition reimbursement Coordinates EAP programs Assists in contract negotiation prep			
Install ProWatch system	Savings $30,000 annually (reservist); Only authorized persons are in building; no longer dependent on PS schedule	Already done.	

III. Opportunities: Require Further Research Prior to Recommendation			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**

IV. Recommendations: Not Supported by CASC; No Action Needed			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**

HUMAN RESOURCES – *Personnel Services/Records/Benefits*   Chief HR Officer: Catherine Rush

I. Recommendations: Require Cabinet Approval for Implementation			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Propose to Board of Trustees new guidelines for Board Approval vs. Information Items for new hires, promotions, transfers, separations/terminations, and retirements	Save personnel costs; Many years ago, most personnel items on agenda for Board meetings were 'information items'. By going back to this practice, timelines for new hires and personnel changes could be reduced and workflow efficiencies could be gained.	This proposal is in keeping with the Higher Learning commission's recommendations for the Board of Trustees and their roles and responsibilities as an oversight committee rather than a management function. CHALLENGE: Rejection of proposal by Board of Trustees.	
II. Recommendations: CASC Implementing/Current Projects			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Implement new stream-lined Night Administrator payment process – replace need for individual EAF's for coverage each evening	Save personnel costs; Drastically improve paperwork flow – reduce reports being held onto for late processing – reduce number of employees 'approving' form by having Facility manager sign off and send directly to payroll	Currently each campus does things just a little differently but all paperwork is initiated by the employee and all paperwork goes to HR and budget analyst before being sent to Payroll for processing. CHALLENGE: Coordination and agreement necessary from all Facility managers.	
Implement Hiretouch software for applicant tracking	Save personnel costs; Improve tracking of applicants. Utilize technology to 'qualify' candidates and thereby improving workflows and reducing personnel time/costs associated with 'new hires'	In progress. CHALLENGE: There is a learning curve before HR personnel are trained and efficiencies can be gained.	

Implement HR's Deduction in Arrears and new checklist for employee leave tracking	Receive reimbursement for employees for employee-cost benefits saving the college benefit costs; Utilizing Datatel's product to improve tracking of employee's on leave and their benefit payments. Improving workflows and reducing errors.	With this release, OCC can allow eligible employees, who do not have enough pay to cover the costs of their eligible benefits, to continue their coverage in those benefits, and later repay the amounts that went into arrears. This software works with the Accounts Receivable module in Colleague Student to allow employees to deposit prepayments toward an expected arrears situation and later to pay the appropriate vendors from the deposited amounts. For employees who have deductions go into arrears, the arrears amounts and repayments are posted as charges and payments in the AR module. CHALLENGE: Need to dedicate time from HR, Financial Services and IT to implement.	
Benefit Enrollment Online	Save personnel costs; By offering Benefit Enrollment Online, the staff in HR would save time annually during Open Enrollment. In addition, the number of keying errors could be reduced.	Institutions are constantly striving to simplify complex processes, not only for students, but for staff as well. Colleague® HR Benefit Enrollment Online is a self-service workflow that provides functionality for our employees to view and update their current benefits, as well as the ability to view their current benefits any time of the year. This is an area where we could improve customer	

		service and streamline processes. CHALLENGE: Required personnel time from HR and IT to implement product. This additional 'workflow' is not a free Datatel product.	
HR website and Infomart - dissemination of information – updated semi-annually. Watch for future enhancements to WebAdvisor for HR information	Save personnel costs; Continuous improvement as new 'features' are available for employees in WebAdvisor and reduce number of phone calls/emails if information is available on the web/Infomart.	CHALLENGE: Dedicating time to keep info up-to-date.	

III. Opportunities: Require Further Research Prior to Recommendation

OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Implement new stream-lined Supplemental Contract process	Eliminate possible unnecessary and un-approved supplemental contracts saving personnel $$; By determining 'deadline' for all supplemental contracts each term, considering budget constraints and streamlining all approvals thru Vice Chancellor's office – process flow will be more efficient	Need implementation details. When discussing this process it was clear that the campus Business manager and the Budget analyst (and grant area if applicable) all need to be aware of supplemental contracts IN ADVANCE of payment. CHALLENGE: Agreement by CASC and Vice Chancellor's office – also revision to Appendix N – Faculty Master Agreement.	
Develop new flowcharts and processing for all EAF's (except new hires). Utilize Electronic EAF's where possible.	Save personnel costs; Electronic EAF will improve workflow and streamline paperwork. Other improvements to EAF processing will ensure proper approval for grant funded EAF's or ensure adequate budget for other personnel changes.	Pilot in progress. This recommendation needs further discussion and review as to specific flowcharts/process mapping. CHALLENGE: Coordination with all parties involved – HR, payroll, budget, grants.	

Change routing of Employee reimbursements for faculty/adjunct to follow same processing as other union groups.	Streamline process-reduce confusion of using "check request" for tuition adjustment	Eliminates problem of 'who' should get refund – the employee vs. 'the student'. Needs further investigation.	
IV. Recommendations: Not Supported by CASC; No Action Needed			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**

HUMAN RESOURCES – *Contracts/Diversity/EEO Compliance*   **Chief HR Officer: Catherine Rush**

I. Recommendations: Require Cabinet Approval for Implementation			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
II. Recommendations: CASC Implementing/Current Projects			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Standardize the grievance process among units		Support, where feasible. May not result in significant efficiencies. <u>CHALLENGE</u>: Bargaining unit agreement constraints.	
Develop database of research/data for shared use with ACCESS. Resources needed are oftentimes similar in nature.	Reduction in time used to investigate resources/options	Contact ACCESS to determine if resource database available.	
Use in-house resources, such as ACCESS.	Reduction in time used to investigate resources/options	Support, where appropriate. <u>CHALLENGE</u>: ADA requires individual evaluation.	
Establish standards for most common ADA requests.	Reduction in time used to investigate resources/options	Support, where appropriate. <u>CHALLENGE</u>: ADA requires individual evaluation and acc i.e., Ergonomic furniture for specific requests such as lower back pain, cervical support, carpal tunnel, etc.	
Trend the nature of recurrent grievances	May be able to establish protocol/processes to head off future grievances.	Already done. <u>CHALLENGE</u>: Findings may identify the need for additional supervisor training.	
III. Opportunities: Require Further Research Prior to Recommendation			

OPPORTUNITY	COST SAVINGS/EFFICIENCY	CASC NOTES	CABINET RESPONSE
IV. Recommendations: Not Supported by CASC; No Action Needed			
OPPORTUNITY	COST SAVINGS/EFFICIENCY	CASC NOTES	CABINET RESPONSE

INFORMATION TECHNOLOGY   Director: David Dunshee
Tech Applications/Client Services/Networking

I. Recommendations: Require Cabinet Approval for Implementation			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Technology Purchases: place a time-limited cap on the purchase of Network Printers and Computers either by physical number of devices or dollar value of inventory	A maximum of $50,000 per year for the time period determined	The current policy of allocating $50,000 per year to all sites for expansion as a one- time cost is not reasonable. Maintenance and replacement costs make the current policy unsustainable. CETF no longer reviews these if the campuses' totals are under $50k. CHALLENGE: Rethinking technology purchases and usage means addressing the perception that all growth is good. Ultimately, this is a matter of administrative will.	
Academic Technology: the College with the help of the Technology Management Committee should select and implement one course management system	Significant savings in the cost of the multiple licenses for CMS's; however, the actual savings will depend on which platform OCC chooses to use	This recommendation is critical because it directly affects students. They deserve a consistent, user-friendly online learning environment. The HLC lists this as an important quality component of distance learning. CHALLENGE: Faculty is very loyal to a particular CMS and will strongly resist any change. Faculty must lead this initiative; however, consensus is quite likely not going to occur. Administration will need to finalize this process.	

Networking: using suggested criteria, review the list of employees who currently have OCC [cell] phones and reduce the number. Possibly require that those with phones use service centers for maintenance.	Up to $200,000 per year, but realistically probably $50,000 to $75,000 per year	If the second part of this recommendation were followed, it would eliminate one contract employee. The IRS is talking about taxing phones as a benefit. They estimate that approximately 25% of the calls on "company phones" are personal in nature. CHALLENGE: Staff will probably be resistant to "giving back" what is clearly a benefit.	
Eliminate Redundant systems	Save approx. $35,000/year if we eliminate one On-Line Learning System (Educator or Blackboard) Save approx. $5,000 if we eliminate either TutorTrac or SARS; Reduce maintenance time on additional programs - Save approx. 10 staff hours per month	CHALLENGE: Faculty wants multiple options for Online Learning. Systems; Departmental acceptance.	
II. Recommendations: CASC Implementing/Current Projects			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
OCCNT IDs for temporary staffing: Streamline and organize process for network and Colleague IDs for temporary staff (Adecco)	Estimated combined hourly savings for IT, HR, and supervisors Savings: Estimated as a minimum of 10 hrs/week	Should also result in increased productivity for temporary staff (Adecco); Savings is more like one hour per week, but payback on higher quality of data is important; CHALLENGE: Reaching agreement on form to be used, acquainting supervisors with new process	
Full-Time Network ID Decommission Process: Modify current process to ensure better compliance and efficiency	Better security for online College resources and better adherence to College licensing agreements for	CHALLENGE: Educating supervisors about the process, establishing coordination between campus	

	electronic systems and resources	deans and department heads for adjunct network ID decommissions.	
Request for Information Technology Services: make RITS process 100% paperless and continue to review, revise and assess the RITS form	Printing costs - $.03 per printed copy. The estimate of labor hours saved indicates that many copies of the RITS are being printed on office printers; however, it is difficult to make a valid estimate of cost at this time; The team estimates savings on redesign would be two man-hours per day	CHALLENGE: A few employees are not comfortable with technology; however, those who are less likely to be in this population.	
Create preapproval process for requests from the IT Department	Save approx. $90,000 in 1st year and save approx. $10,000 in 2nd year of projects that are development but never implemented; This will reduce the time spent by IT managers and college users in prioritizing and assigning requests	This would help to avoid unrealistic expectations by users.	
Develop set of guidelines for End User Requests	Eliminate calls from end users for requests not supported by IT. Save staff hours by eliminating response time	CHALLENGE: End user accountability.	
Switch to numeric based ID System	Would save approx. 5 hours per week of system administration time once fully implemented	Eliminate confusion end users have when they switch between staff and student IDs. This is only viable if it does not include wholesale cutover of all usernames. CHALLENGE: Staff time to develop.	
Provide College-wide training in Datatel Reports, etc.	Would save approx. 5 hours per week for IT staff. Transfer hours to departments.	Informer training is performed periodically. CHALLENGE: Budget, Communication of training, Staffing.	

| Create Pilot Project Guidelines | Save approx. 5 hours per month by reducing number of systems that are supported by IT. | Only pilot projects with a reasonable level of approval would move forward. | |

III. Opportunities: Require Further Research Prior to Recommendation

OPPORTUNITY	COST SAVINGS/EFFICIENCY	CASC NOTES	CABINET RESPONSE
Datatel Documentation: update the 32 manuals on the P Drive within a reasonable timeline and hold departments accountable	It is difficult to estimate the time that will be saved if new employees have access to accurate Datatel information	Time and personnel constraints are an issue in the affected departments. Refer to DMT.	
Eliminate Generic Logins for labs/libraries	Save approx. 5 hours per month	CHALLENGE: Possible increase in labor costs: More research needed.	

IV. Recommendations: Not Supported by CASC; No Action Needed

OPPORTUNITY	COST SAVINGS/EFFICIENCY	CASC NOTES	CABINET RESPONSE
Review Past Pilot Projects for Feasibility	Save approx. $___ by eliminating "pilot" projects that are still being supported by IT because they have not been reviewed for feasibility; Save approx. 5 hours per month by reducing number of systems that are supported by IT.	Project is too large at this point; need to focus staff attention on more feasible projects at this time	
Change the Database system on which Datatel resides from a Unidata system to a SQL Server Database	Decrease staff time for programming Increase number of reporting tools and data analysis tools available	Do not do this at this time. It would be a somewhat better environment for reporting, but there are alternative approaches for less cost.	

MAINTENANCE/FACILITIES – *Custodial/Grounds/Buildings/Energy*   Director: Daniel Cherewick

I. Recommendations: Require Cabinet Approval for Implementation			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Investigate/Implement room/space utilization software to optimize classroom and meeting room usage.		Product selected but project held for funding. May require re-bidding.	
II. Recommendations: CASC Implementing/Current Projects			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
All lighting in buildings to shut down at midnight if possible or use motion-sensing technology to shut off lights in vacant spaces.		After-hours maintenance activities will need access and utilities to complete their tasks. Some buildings already use motion sensor technology for lights.	
Create method to notify Campus Facility Manager of any purchases (both order and delivery notices) over $5,000 (fixed assets). PO triggers creation of fixed asset record, but lacks make and model information- Campus needs to be notified to fill the blanks.	Savings: ~1,700 Hours per year by combining recommendations		
Create automatic transfer of asset information from Colleague to fixed asset matrix.	Savings: ~1,700 Hours per year by combining recommendations	Eliminates duplication of effort to capture fixed asset information.	
Create/improve instructions to input requisitions to provide more details: intended location, item description, contact information, special instructions	Savings: ~1,700 Hours per year by combining recommendations	Training and documentation opportunity.	

for replacement fixed assets (when applicable) to cross-reference tag/location of asset being replaced.			
Create/Implement a Barcode Scanner interface in Datatel to facilitate direct data entry of scans for physical inventory.		IT project.	
Create a 100% electronic workflow for fixed- and low cost- asset disposal, including approvals.		IT project.	
Procure an asset life cycle management system that tracks assets from purchase to disposal.		IT project. Already being done with Facility Equipment.	
Improve adherence to campus furniture purchasing procedures. Campus Facility Managers should review all requisitions for furniture to maintain product consistency.		Training and documentation opportunity.	
Create college-wide furniture and equipment (spare) inventory database to avoid unnecessary/duplicate purchases.		IT project.	
Standardize and enforce the standards for color boards and furniture.		Already being done.	
Set up better overtime chargeback system		CHALLENGE: Difficult to quantify savings at this time. Public Safety, custodial, IT.	
Promote job-specific software (CAD, MS Project) training to better utilize software tools.	Significant efficiencies to be gained with software upgrade, training, and platform standardization	Reduces paper, eliminates recreating diagrams from paper drawings. Affect many functions college-wide.	
Give mnemonic (SECT) to Campus Facility Managers to streamline the	80-100 hours/year		

room change process.			
Move all internal facilities requests to electronic form and eliminate the paper. Including room requests, miscellaneous scheduling, work orders, confirmations.	Significant efficiencies to be gained.	Could be done with CMMS module (18)	
Create better method for invoicing third parties who are renting OCC facilities		Could be done in conjunction with room/event scheduler software. CHALLENGE: Difficult to quantify possible revenue to be gained.	
Approve, implement The College Procedure Manual for Facilities	Significant efficiencies to be gained.	Support with review of Manual CHALLENGE: Requires College-wide adoption.	
III. Opportunities: Require Further Research Prior to Recommendation			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Review Athletic Program: Evaluate whether this should be housed only at one campus location and do not duplicate this program and/or purchase duplicated equipment.	Potential savings in personnel.	Facility and equipment is driven primarily by academic use, and secondarily by athletic program use. CHALLENGE: Staffing efficiencies would likely be affected by labor agreements. Recommend moving to Academic/Student Services Group dealing with Athletics.	
Create method to automate integration of Schettler physical inventory information into Colleague and the fixed asset matrix.	Savings: ~1,700 Hours per year by combining recommendations	Eliminates duplication of effort to capture inventory. More Information required.	
Vendors should be required to forward serial and model numbers to Campus Facility Managers upon delivery.		CHALLENGE: Vendor cooperation. More Information needed.	
Have PO trigger creation of an electronic asset disposal form.		IT project. More Information needed.	

OPPORTUNITY	COST SAVINGS/EFFICIENCY	CASC NOTES	CABINET RESPONSE
Vendors should be required to provide cut sheets for quoted products to verify dimensions and materials are as specified in the RFP.		CHALLENGE: Vendor cooperation More research needed	
Procure and Implement Computerized Maintenance Management System software (CMMS)	Significant efficiencies to be gained with the use of a CMMS.	Dependent on input from the room scheduling software (19) More Information needed	

IV. Recommendations: Not Supported by CASC; No Action Needed			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Investigate the cost savings in electricity and water with closing the college on Fridays in Summer I and Summer II semesters.		CHALLENGE: After-hours maintenance activities will need access and utilities to complete their tasks. Enrollment increases may prohibit reduction in hours of operation.	

MAINTENANCE/FACILITIES – Building Construction/Facilities   Director: Daniel Cherewick

I. Recommendations: Require Cabinet Approval for Implementation			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Establish a policy that all new campus construction will be built to at least the US Green Building Council's LEED Silver standard or equivalent.		Potential few % initial cost increase with a long-term operational cost reduction.	
II. Recommendations: CASC Implementing/Current Projects			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Verify CM is enforcing the 'value engineering' philosophy to provide cost saving solutions where feasible.	Theoretical: 10-15% savings.	Already being done.	
It is important to model green/sustainable building practices, particularly around energy.	Difficult to quantify the savings- it depends on the project.	Already being done.	
Review basic construction processes: RFI procedures Change Order procedures Clash Detection procedures Project exit interviews/close out audit		Improves Transparency.	
Each campus appears to use a different process for identifying and approving construction projects that are <$25,000. There may be a missing process for informing OCC (including Dan Cherewick) of all the campus project activity.		Improves Transparency. Already being done at each campus with the same process.	

Review contracts for both architects and Construction Manager (CM) to verify terms and conditions. For example: General conditions/Management 10-15% Estimating/project contingency 15-20% Construction Management Fee 2.8% Document the review mechanism to ensure these charges are applied appropriately on a project-by-project basis.		Improves Transparency.	
Document the review mechanism to validate whether sub-contractors provide certificate of Insurance. (Certificate of Insurance is required by OCC for all on-campus sub-contractors.)		Improves Transparency.	
Write footnote for each project where the estimate equals final cost on the Project Log or any communication to OCC		Improves Transparency. Already being done.	
Review campus bid processes for projects under $25,000. Verify the bid process follows OCC purchasing policies.		Improves Transparency. Include with audit.	
Improve documentation on architectural rework. If the project suffers from a 'flawed design', this should be communicated to OCC with documentation on who is funding the rework.		Improves Transparency. Already being done by the director of Physical Facilities.	
Perform an annual audit of the building construction program.		Improves Transparency.	

III. Opportunities: Require Further Research Prior to Recommendation

OPPORTUNITY	COST SAVINGS/EFFICIENCY	CASC NOTES	CABINET RESPONSE

OPPORTUNITY	COST SAVINGS/EFFICIENCY	CASC NOTES	CABINET RESPONSE
Adopt an energy efficient appliance policy requiring purchase of Energy Star certified products in all areas for which such ratings exist.	The savings will range from 20% to 50% less energy per appliance.	Support with more research and investigation.	
Within one year, begin purchasing or producing at least 15% of our institutions electricity consumption from renewable sources.		This may increase cost if renewable sources are less cost competitive. More research needed.	
Investigate 'BIM' (Building Information Modeling) software. OCC should consider requiring our contractors to use a Building Information Modeling (BIM) system during the design, bidding and construction. BIM aids in clash detection and constructability analysis to reduce the costs associated with errors, omissions and overrun of changes.	~5% reduction in change orders	Need more information and research to determine viability.	
Convert Construction contracting and bidding processes to electronic methods to shorten cycle time, improve storage/retrieval of information, improved ease of audit, increase transparency.	Definite savings can be achieved during the process as well as after- in the review/audit phase.	Recommend reviewing at later date.	
IV. Recommendations: Not Supported by CASC; No Action Needed			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Investigate communication processes to improve college-wide awareness of construction projects. Create a standard log form to document potential projects.		Enough is being done at many levels to communicate with college community; not cost reduction or efficiency.	

MARKETING   **Dean Sharon Miller**

I. Recommendations: Require Cabinet Approval for Implementation			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
College Catalog & Schedule using news print.	<$33,000> Reduces printing costs.	Reduce processing & printing time. May make for a faster turnaround. Need to seek academic support. Possibly conduct focus groups with counselors.	
Allow local businesses to place ads on back pages of the College Catalog and/or Schedule.	Revenue generation	Assist with revenue generation & with cutting the total cost of production. Support with constraints. Advertising must have an academic purpose. CHALLENGE: Maybe the terms outlined in the Millage renewal. May need BOT approval.	
II. Recommendations: CASC Implementing/Current Projects			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Cut back on Printing and Distribution of printed materials (Quintet, OCCurrences, Board Digest, Chancellor's Annual Report, Millage Construction Report, OCC Profile Sheet, & OCC At A Glance). Send out electronically.	< $17,662.05> Reduces the cost of printing, distribution, and postage. Cut Staff time by no duplication and mailing by 20 hours.	Reduces printing and distribution costs. Faster turnaround time. Allows for data collection and more creative freedoms. In Progress CHALLENGE: Getting recipients to respond to receiving e-copies.	
Hire a media buyer to purchase print, television and online advertising on the college's behalf.	8% of current $492,500 advertising budget = $23,400 (8% of total billings for media buys) This is in addition to the price of buying media.	Marketing dept. is still responsible for developing overall yearly mktg. plan. Marketing dept. is still responsible for "creative", i.e., design layout and	

OPPORTUNITY	COST SAVINGS/EFFICIENCY	CASC NOTES	CABINET RESPONSE
	Estimated 80- hrs per semester for the Director of College of communications.	content of print ads. Television ads would still have to be contracted out to an outside agency since the college does not have this capacity. Included in the Marketing plan. In progress. CHALLENGE: Additional cost.	
Eliminate the Perm-Part-Time Operator	<$23,946.00> ($15.35/hour X1,560 hours)	College community adjusting to the change. Already implemented CHALLENGE: Changing the Operators hours to 8:00am - 6:00pm from 8:00am to 8:30pm.	
Content Management System	Approx. $50,000 - $200,000.00 There is hours saved but not calculable depending on package.	Choosing a CMS provider, implementing the new CMS system. This was not included in the RFP. CHALLENGE: Must be consistent and cohesive College-web site.	
III. Opportunities: Require Further Research Prior to Recommendation			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
IV. Recommendations: Not Supported by CASC; No Action Needed			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Remove Exec. Director of Mktg. position from organizational chart	<$199,810.10> (top E81 + 46.41% for benefits	Pending Marketing Plan Recommendation. One of the outcomes is a staffing plan. CHALLENGE: Managing integrated marketing plan.	
Create new position for Director of Marketing by combining positions for Manager of Publications and Executive	$122,660.20 (top C51 + 46.41% for benefits)	Pending Marketing Plan Recommendation. One of the outcomes is a staffing plan.	

Director of Marketing		CHALLENGE: Consolidating job duties into a new position.	
Remove Manager of Publications position from organizational chart	<$122,660.20> (top C51 + 46.41% for benefits)	Pending Marketing plan recommendation. CHALLENGE: Consolidating job duties into a new position.	
Change the current position titled Website/Communications Center Coordinator (C41)to Social Media and Marketing	<$109,475.14/yr> (top C41 + 46.41% for benefits)	Pending Marketing plan recommendation. CHALLENGE: Create new position to meet current needs in the dept. to Social Media and Marketing Coordinator.	
Social Media and Marketing Coordinator	$44,928/yr ($27.00/hour X 1664 hours) Part –time employee 30hrs.	Duties include Social Media site, Student Newsletter, College-wide Calendar, and College Photo Archiving. Will also be included in the staffing plan imbedded in the marketing plan.	

OFFICE OF THE CHANCELLOR   **Chancellor: Dr. Timothy Meyer**

I. Recommendations: Require Cabinet Approval for Implementation			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
II. Recommendations: CASC Implementing/Current Projects			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Send invitations and receive responses for College events such as Excellence Day electronically	Reduce printing costs Savings: $ 50 Reduce processing time Savings: 10 hrs/event		
Re-vamp the Retiree Process	Reduce cost of mailing letters Savings: $ 76 Reduce processing time Savings: 8.25 hrs (combined HR & Chancellor)	Piloted in September, 2010.	
III. Opportunities: Require Further Research Prior to Recommendation			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
IV. Recommendations: Not Supported by CASC; No Action Needed			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**

PUBLIC SAFETY   Director: Terry McCauley

I. Recommendations: Require Cabinet Approval for Implementation			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Charge back overtime costs to external/internal parties		Public Safety Departments don't assume the overtime expenses; instead they are covered by the agency creating the overtime. Seeking clarification; are we addressing internal to the college or externally? CHALLENGE: Inconsistency among campuses in terms of whom is charged for incurred overtime. College needs to make a determination whether they will be open after normal hours (i.e. Saturdays in summer sessions).	
Limit the number of officers @ Board of Trustee meetings	Savings: $1350.00 annually	If no one takes the overtime to cover the board meeting an officer is pulled from a campus that might need him/her for the student population – and with midnights there are less officers to pull from.	
Create opportunity for officer at one campus to fill in for absent officer at another	Overtime, amount undetermined; Making better use of already existing personnel	Extra hours/overlap. CHALLENGE: Contractual language.	
Change requirement for Public Safety personnel to be on duty when college isn't open. Another option: have Reservists cover.	Currently, 40 hrs. /week of coverage at two campuses; $87,883-95,144 annual, not including benefits; Making optimal use of existing personnel.	CHALLENGE: Contractual language.	

II. Recommendations: CASC Implementing/Current Projects			
OPPORTUNITY	COST SAVINGS/EFFICIENCY	CASC NOTES	CABINET RESPONSE
Purchase new guns	Minimal savings	In process - Purchasing new guns is slightly cheaper or almost the exact it cost as refurbishing the old firearms.	
Move the "Campus Closing Administrator" 7 to administration and eliminate the position from Public Safety	Savings: $1200 annually		
III. Opportunities: Require Further Research Prior to Recommendation			
OPPORTUNITY	COST SAVINGS/EFFICIENCY	CASC NOTES	CABINET RESPONSE
Charge for student parking pass	Student cadets could assist with paperwork to give out parking passes	Charge $10 per student who intend to park on campus and give a parking ticket to those who are in lots without one. Turn over to Revenue Generation. CHALLENGE: Not enough officers on duty to enforce parking rules	
Changes in training (2 days for firearm training; Airsoft vs. Simunition Training)	The changes would essentially eliminate the overtime rate for all involved Savings: $3,000 - $6,000 annually in overtime dollars alone	By having two days consisting of a day shift and an evening shift the hours available to schedule officers during their regular shifts increases significantly reducing and/or eliminating the overtime created under the old process. Curtail the costs of training in relation to Simunitions by introducing Air Soft training5. Need interpretation of this listing. Are some things in wrong groupings? CHALLENGE: The firearms instructor	

		has to agree to alter his/her 8 hour shift to coincide with the firearms training schedule to eliminate the overtime created under the old process [4].	
Privatization of parking violations		Money made from traffic and parking tickets will stay at the college level and not be turned over to local municipalities. This project was bid out not too long ago. However, things may have changed. Need updated information and analysis on creating own Parking Bureau. <u>CHALLENGES</u>: Currently unable to collect revenue from fines (traffic, ordinances); Not enough officers on duty to enforce parking; Local municipalities will not agree with taking this income from their cities and allow campuses to keep the revenue.	
Changes in uniforms [3]	$3500 savings to switch uniforms & $9750 for utility belts savings based on a replacement cycle not annually Savings: $ 13250	Changing to a summer uniform (short sleeve polo with proper embroidering) , the need for a separate bike uniform will be eliminated. Omit leather utility belts for one nylon belt (worn by both all officers—bike and non-bike). Requires more data and analysis.	
Shift modification	Eliminate/decrease overtime needs	The 12 hour shift would allow more coverage and most likely the elimination of Saturday overtime. More data, evaluation, and analysis needed.	

OPPORTUNITY	COST SAVINGS/EFFICIENCY	CASC NOTES	CABINET RESPONSE
		CHALLENGE: Public Safety contract	
Share bikes	Savings: $1000-2000 - based on a replacement cycle not annually; Sharing of bikes will save from purchasing new bikes for every new bike officer	Sharing a bike instead of purchasing a new one as long as sizing requirements are met. Recommend program review; seeking more data.	

IV. Recommendations: Not Supported by CASC; No Action Needed			
OPPORTUNITY	COST SAVINGS/EFFICIENCY	CASC NOTES	CABINET RESPONSE
Establishment of local ordinances		Money made from ordinance violations will stay at the college level and not be turned over to local municipalities. We currently have ordinances. Also, prosecution not cost effective. CHALLENGE: Lack of ordinances.	
Public safety presents safety seminars for the public		Individual departments will charge small registration fee for all in attendance ($50 per attendee). Not a core function of Public Safety and would limit ability to respond to calls-for-service. CHALLENGE: Territoriality by other departments that offer safety seminars.	
Transfer door opening requests	**Savings**: **$2415.45** (at just Auburn Hills alone) [8] Time efficiency: two officers handling the entire campus are spending time opening doors (many of which the instructor should have keys for).	Student cadets could assist with these requests to optimize the officer's productivity. Cost savings wouldn't be realized.	
Eliminate Director's position and combine with a rotating Executive Sergeant	**Savings: $159,363** Salary-$113,831	Director of Risk Management is retiring Important to have consistent leadership and continuity. Would	

	Benefits is estimated at approximately $45, 532 [9]	create inefficiencies. Consolidated roles already exist.	
Create student cadet positions		Cadet's duties: parking permits for students & faculty/staff, signing out keys to contractors, assisting students with lost and found, taking photos for IDs, answering basic questions (i.e.. directions, locations etc.) CHALLENGE: Public Safety contract. College supports certified sworn personnel.	

PURCHASING – *Contract Administration/Rolling Stock*   Director: Gheretta R. Harris

I. Recommendations: Require Cabinet Approval for Implementation			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Vehicle Management Protocol/standards for 'borrowing' vehicles needs to be established		Risk Management/liability issues could be addressed as a part of the process. Costs of vehicle use/maintenance could be charged back to 'borrower'.	

II. Recommendations: CASC Implementing/Current Projects			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Auto creation (and fax/email) of PO's under $50	Cut work time and elapsed time in creating small POs. Saving: about 5 hours/month	CHALLENGE: Effort to implement.	
Issue Bids via the State of Michigan Website ("Bid4Michigan")	Possibly get some better (lower) bids to some RFPs/RFQs Savings: not quantifiable Save labor in researching possible vendors. Savings: in order of 5 to 10 hours / month	In progress.	
Document Management System for Invoices-Receivers	End archival paper storage at payables; Save time in getting information needed for Payables; start reduction of interoffice mail; system also has benefit for many other college operations. Savings: Filing: 15 to 20 hours / month, and File prep: 40 to 60 hours / year	Better accountability of departmental staff in getting invoice/receiving information to Payables. Also improves vendor relations, as this should help avoid overdue invoices and vendor cutoffs. CHALLENGE: Effort and cost to implement. Will require significant training. (See Documentation and Training for Requisitioners.)	

		Refer to Financial Services.	
Faxing or E-mailing POs	Minor savings: postage Savings: $2500 postage, paper per year Less labor in sending POs, quicker availability of POs to vendors Savings: about 10 hours /week	In progress.	
Insurance, Contract, and Bids Tracking Software	Save labor in tracking insurance, maintenance contracts, and similar recurring service renewals. Avoid gaps in coverage. More an error-avoidance issue than saving time on original task.	In progress. Avoid expedited renewals. CHALLENGE: Cost to procure and implement package.	
Get New Vendor Information in Parallel with Requisition Approval	Reduce elapsed time in creating POs. Savings: small.		
Documentation and Training for Requisitioners	Cut time wasted doing remedial work on requisitions, save time in getting invoice and receiving information collected		
Combined Vehicle Lists	Save time and reduce errors in vehicle information held by Purchasing and Fixed Assets	Support - if found to be beneficial to both Purchasing and Financial Services Changes to operation; some work required of IT.	
Fuel & Maintenance Logs		(Some groups already do this.) Improves accountability in maintaining vehicles and in use of gas cards. CHALLENGE: Change in operation	
Fleet Management Protocol/standards for upkeep/ maintenance of vehicles needs to be established		Could potentially extend the life of vehicles, and control repair costs.	

III. Opportunities: Require Further Research Prior to Recommendation			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Report of Annual Spend	Can help avoid overrunning BPO amounts, budgets, and/or board authorizations. Savings: not quantifiable. Save labor of going into many vendor's records individually. Needed work not currently done consistently because of large labor cost.	More Info Needed. CHALLENGE: Effort to implement.	
Recommendations: Not Supported by CASC; No Action Needed			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**

RISK MANAGEMENT/ENVIRONMENTAL HEALTH & SAFETY   Director: Terry McCauley

I. Recommendations: Require Cabinet Approval for Implementation			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Charge a lab fee of $25 to each health technology student to cover malpractice liability insurance/processing expenses. Approximate revenue of $25,000	Savings: current expense for this insurance is approximately $17,000 to college; Oversight of claims management process to reduce legal and financial liability	The more people involved in the process the less efficient and more time consuming.	

II. Recommendations: CASC Implementing/Current Projects			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
EHS Manager can become more involved with risk management functions	Standardization of procedures college wide	In progress. Loss of full time staff has created a decentralized risk management function.	
Attending and leading more meetings across the college to be more proactive	Works closely with Risk Management to develop policies and procedures that reduce risk	In progress through campus EHS committees and Campus Project meetings. CHALLENGE: Non-compliance creates risk and possible fines	

III. Opportunities: Require Further Research Prior to Recommendation			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**
Blending contracts for Health programs for more efficient processing of clinical sites	$13 per student per year is currently being paid by OCC for malpractice insurance for all health technology students; Participation in MCCRMA allows for lower insurance rates	Need more data and analysis. Accountability for making corrections needed which could lead to fines, disruption of services and possible criminal prosecution.	

IV. Recommendations: Not Supported by CASC; No Action Needed			
OPPORTUNITY	**COST SAVINGS/EFFICIENCY**	**CASC NOTES**	**CABINET RESPONSE**

SECTION THREE – Special Reports

RESOURCE DEVELOPMENT

I. Recommendations: Require Cabinet Approval for Implementation			
OPPORTUNITY	**ESTIMATED REVENUE**	**CASC NOTES**	**CABINET RESPONSE**
II. Recommendations: CASC Implementing/Current Projects			
OPPORTUNITY	**ESTIMATED REVENUE**	**CASC NOTES**	**CABINET RESPONSE**
Selling services, such as printing, and UPS in the Bookstore.		In progress.	
III. Opportunities: Require Further Research Prior to Recommendation			
OPPORTUNITY	**ESTIMATED REVENUE**	**CASC NOTES**	**CABINET RESPONSE**
Require students to pay for all contact hours rather than just the credit hours taken.	For biology alone, $2.5+ million annually	Students currently receive "free" lab instruction in the sciences. Support further analysis. CHALLENGE: Board/Administration approval; Student acceptance; Community acceptance	
Institute a $3.50 per credit hour fee for online classes.	$83,860.00 per academic year	This would provide an equitable method of supporting the academic technology required to support online courses. Students would incur costs in proportion to the college resources they consume. Need to explore real expenses attached. CHALLENGE: Board/Administration Approval; Community acceptance	

Develop a vibrant Continuing Education program and produce net revenue.	Unable to estimate.	Schoolcraft CC has a yearly revenue total of over $2 million, which they normally exceed. This opportunity creates tremendous community exposure and good will. Changes to No Worker Left Behind will have impact. Support further Analysis. Offerings must be at least revenue neutral. Discussion should take place on Academic side. CHALLENGES: Board/Administration Approval; Faculty acceptance; Internal awareness of OCC CE offerings; Shifts/decreases in 3rd party payment for training	
Increase the use of M-TEC as a testing space to produce net revenue.	To become cost neutral, the revenue range would be $40,000-$50,000, so fees would have to be calculated to produce net revenue.	Marketing/outreach essential to success. Support further analysis. Currently lose $35,000 due to paraprofessionals proctoring test. Need to investigate possibility of creating new position in classified contract. CHALLENGE: Board/Administration approval, Offering tests compatible with software used in ACT Center; Competition with other testing vendors, i.e. Prometrics; Staffing	
Expand grant-seeking efforts.	An initial target of at least $200,000 per year should be set with appropriate increases each year.	Recommend that a consulting firm be hired to manage some of the activities. Support further analysis of implementing the concept. CHALLENGE: Board/Administration approval.	

Develop athletic sponsorships, camps, clinics to support OCC's athletic program.	Unable to estimate.	Sponsorships are "in kind" as a company would make a small donation or provide gift certificates and OCC would give the ad space. Also, OCC could start hosting tournaments instead travelling, thus saving the travel costs. Support further analysis and move to Student Life. CHALLENGE: Board/Administration approval	

IV. Recommendations: Not Supported by CASC; No Action Needed			
OPPORTUNITY	**ESTIMATED REVENUE**	**CASC NOTES**	**CABINET RESPONSE**
Increase tuition to the midpoint for Michigan community colleges.	**$3** to **$3.5** million for Fall and Winter semesters.	This increase could be instituted in stages rather than all at once. In addition, the committee believes that there is no justifiable reason for OCC to continue to bill itself as the cheapest community college in Michigan. Should review current caps and climate for possible tuition increase. CHALLNEGE: Board/Administration approval; Student acceptance; Community acceptance	
Change in student fee structure to promote equity and encourage graduation applications by eliminating the graduation and technology fees and replacing them with a $5.00 per credit hour (or contact hour) Services Fee.	SAVINGS: $1,803,214.00 per academic year	This would encourage students This would encourage students to formally "graduate" and provide equity. Students using fewer campus resources would incur lower fees and vice versa. CHALLENGE: Board/Administration Approval; Community acceptance.	
Increase facility rentals. Review fees to insure that the endeavor is cost neutral	Unable to estimate.	Need to re-visit fee structure and parameters.	

or revenue producing.		Illegal to capture rent. Can rent for educational purposes/expenses only. CHALLENGE: Board/Administration Approval; Collective bargaining issues.	
For courses not required in order to make progress toward graduation, charge 4peat students the full cost of the course.	Unable to estimate.	This will eliminate ongoing subsidy provided to students for use of materials and equipment in these courses by covering cost through student tuition. Support further analysis of solutions for repeat students. CHALLENGE: Board/Administration Approval, Faculty acceptance.	
Expand, diversify and strengthen fundraising and gift-giving to focus on maximizing return and minimizing effort.	A target of roughly 5-10% increase per year should be set.	Recommend that a consulting firm be hired to manage some of the activities. Support concept, but not hiring consultant. Do Not Support unless consultants are eliminated. CHALLENGE: Board/Administration approval.	
Develop a college consulting service.	Unable to estimate.	By using the expertise of various faculty, staff and administration, consulting services can be offered to businesses and other educational institutions. CHALLENGE: Board/Administration approval; Faculty acceptance; Collective bargaining issues.	

Savings Opportunities	Estimated Savings	Challenges/Barriers	CASC Notes
1. Review the possibility of instituting fees for retaking tests in the ASC.	Savings in staff time to give the tests and the cost of the tests.	Board/Administration approval; Student acceptance; Faculty acceptance	Would also generate funds. Politically sensitive. **Do not Support**
2. Review fees for high cost programs, such as nursing, dental hygiene, fire, police, culinary, etc.	Higher fees would reduce the cost of staff time and overtime and offset some of the high cost of running the programs.	Board/Administration approval; Faculty acceptance; Student acceptance	**Support further analysis**
3. Change employee pay cycle to bi-monthly.	Eliminate processing costs of 26/27 pays versus 24 pays.	Board/Administration approval; Collective bargaining issues	Would also help with employees' budgeting. Payroll costs would not result in benefit. **Support further review of Payroll efficiencies**
4. Conduct a Green Savings (energy, lighting, recycling) audit.	Reduce utility costs.	Board/Administration approval	Generate funds by recycling. **Support.** Recommendation is already in process. Dan will investigate the recycling piece.
5. Review the outsourcing of services	Reduce the benefits costs of these positions.	Board/Administration approval; Collective bargaining issues	**Support**
6. Review the cost/benefit of continuing to lease the Pontiac Center.	Savings would be the lease amount and auxiliary costs, such as insurance and utilities.	Board/Administration approval; Community acceptance	Campus space for the departments housed at the Pontiac Center would have to be located. **Support.** Additional comments: Re-negotiate Rate, Re-purpose use of the facility.
7. Conduct a cost effectiveness review of offering two course management systems (Educator and	Savings would be in the elimination of one of the	Faculty acceptance	**Support.** Follow up with Bob Montgomery.

Savings Opportunities	Estimated Savings	Challenges/Barriers	CASC Notes
Blackboard).	systems.		
8. Review the possibility of a four-day work week in the summer or voluntary work reduction program.	Savings in building costs.	Board/Administration approval; Collective bargaining issues; Faculty and staff acceptance; Community acceptance	Other schools, such as Henry Ford, follow this model in the summer. Still have classes on Fridays & Saturdays; no demonstrated savings. **Do not Support**
9. Conduct a thorough review of vehicle and equipment depreciation standards and maintenance costs.	Savings in new vehicle replacement.	Board/Administration approval	**Support.** Need to re-vamp process.
10. Review course scheduling for cost efficiencies.	Better building utilization.	Faculty acceptance	Possibility of adding more classes. Need to review room scheduling software. **Do Not Support – Academic issue**
11. Reduce the two summer registrations to one registration.	Savings in overtime hours and more efficient use of staff time.	Board/Administration Approval; Faculty and staff acceptance; Collective bargaining issues.	Staff morale over the July 4th weekend would be increased. **Support. See#7**
12. Any new program requiring new resources must secure the funding for at least 10% of the costs.	Savings would be 10% of the resource costs.	Board/Administration approval; Faculty acceptance	Faculty would need to work with the grants staff to secure the funding. Linkage to grant is important, but should not be required. **Do Not Support**
13. Establish a cap in courses offered by the college.	Revenue neutral.	Board/Administration approval; Faculty acceptance; Collective bargaining issues.	A cap should be established in order to contain rising delivery costs brought about by ever-increasing courses offered by the college without reducing courses in low demand. **Do Not Support – Academic issue**

Additional Opportunity:
Establishment of Partnership Office and Initiative
Reference CASC Partnership Report

APPENDIX A

Rationale and Calculations for Tuition Recommendations

In reviewing the method by which the college charges students, several issues emerge:

1. Students are charged an equal student fee which is not dependent upon the number of course credits taken;

2. Course tuition is calculated based on credit hours even though contact hours in many courses exceed the credits awarded resulting in "free instruction for these hours;

3. New programs and courses are added based on faculty choice and no review of pre-existing courses is undertaken. The result is continued growth in offerings even though revenue is fixed.

4. OCC tuition is the lowest in the State while course offerings and infrastructure needs are among the most expensive.

In response to these issues, the following is proposed:

Student fees should be assessed based on credit hours per semester. Using this approach, those registering for one credit hour would pay less than those who register for 15. The revenue to the college could be calculated to be revenue neutral to generate additional monies but in either case, an equitable distribution would occur.

Currently tuition is calculated based on credit hours taken even though contact hours with faculty exceed the number of credit hours awarded. In other words, the faculty contract language has been applied to student tuition as well. A more appropriate approach would be to charge all hours where a student receives education. Biology courses at the college offer approximately 40,000 contact hours in addition to the credit hours awarded. Charging for this would alone generate an additional 2.68 million in revenue annually..

A move from the lowest tuition in the State to a mid point level would generate additional revenues.

An example is provided below

Winter 2009 credit hours of 218,338 @ $67.00/credit hour = $14,628,646

Winter 2009 credit hours of 218,338 @ $82.00/ credit hour = $17,903,716

Difference per semester

These changes would generate additional revenues for the college and in addition establish a more equitable payment structure for students. The move to a mid-point tuition reflects the reality of educational costs today in Michigan.

APPENDIX B

Calculations for Service Fee and Online Classes		
FALL 2010 SCH	253,986	
PROPOSED FEE	$5.00	
ESTIMATED REV		$1,269,930.00
FALL 2010 HEADCOUNT	29,007	
EXISTING TECH FEE	$10.00	
REVENUE LOSS		$290,070.00
NET FALL 2010		$979,860.00
ESTIMATED NET INCREASE WINTER & SPRING 2011		$881,874.00
(used 90% of Fall net to be conservative)		
ESTIMATED NET INCREASE BEFORE LOSS OF GRADUATION FEE		$1,861,734.00

2008-2009 DEGREES	1845
2008-2009 CERTIFICATES	283
2008-09 TOTAL	2128
ESTIMATED CURRENT YEAR 110% OF 2008-2009	2340.8
GRADUATION FEE	$25.00
ESTIMATED LOSS OF GRADUATION FEE	$58,520.00
ESTIMATED INCREASE IN REVENUE FROM PROPOSED CHANGE	$1,803,214.00
ESTIMATED CREDIT HOURS OFFERED ON LINE PER YEAR	1198
FALL 2010 479 CREDIT USED AS BASE	
MAXIMUM COURSE SIZE	20
ESTIMATED SCH	23,960
PROPOSED FEE	$3.50
ESTIMATED INCREASE IN REVENUE	$83,860.00

PARTNERSHIPS/COMMUNITY RELATIONS/ADVANCEMENT

College Administrative Services Council (CASC)
Systemic Change - Team Leader's Data for Coordinating the Redesign of Partnership Activities [A]

Revenue Opportunities	Cost/Reductions [B]	Efficiencies	Challenges/Barriers	Notes
1. Standardize a process for all five campuses to effectively coordinate the Partnership Activities to maximize advancement opportunities College-wide.	Savings will automatically occur because of eliminating the isolation of decision makers from the results of their decisions.	Streamline the College's infrastructure for providing program service offerings to students.	Turf issues *may* exist between College Presidents and others associated with Partnership Activities. If so, turf issues may cause inertia. [E]	Before the authorization of the CASC, the College had never studied the number and types of Partnership Activities conducted by OCC.
2. Provide a well-researched Partnership Report that ensures effective communication across all five campuses of the non-financial and financial benefits of Partnership Activities.	A well-researched Partnership Report which communicates non-financial and financial benefits will reduce the cost of communicating [C] Partnership Activities across all five campuses and help reduce or eliminate unintentional cannibalization. [D]	The Partnership Report [F] helps identify the silos that prevent sharing knowledge about the value and importance of Partnership Activities.	There is no benchmark data about the value of Partnership Activities conducted by OCC. Current strategic thinking needs to be aligned with the value of partnerships and how they lead directly to jobs for students. The alternative may be inertia.	A total of 176 partnerships have been identified in the 2nd quarter 2010. However, there has been no overall assessment of partnership needs.
3. Provide the organizational infrastructure to work in a College-wide, coordinated manner with students, communities, and businesses on Partnership Activities.	Organizational infrastructure enables the College to identify and monitor in-demand programs and services related to Partnership Activities.	Connect[G] partnership decision-makers with the linkages between consequences and decision-making related to Partnership Activities.	The College's definition of "Partnership Activities" has not been reviewed in several years.	Partnership Activities facilitate the improvement of College program service offerings. Coordinating efforts will lower the cost of conducting Partnership Activities.
4. Bring together the financial	A small investment [H] in	Partnership Activities	Aligning the College's	Concentrating Partnership Activities on

Revenue Opportunities	Cost/Reductions [B]	Efficiencies	Challenges/Barriers	Notes
and non-financial resources represented by Partnership Activities so that students, the community, and employers are the direct beneficiaries.	bringing together financial and non-financial resources can potentially return a larger percentage on Partnership Activities.	will be aligned with College-wide Strategic Goals and the 2010-20111 Campus Strategic Goals.	Partnership Activities with strategic goals would be a first and therefore a precedent. Doing so *may* not be well understood, leading to slow response time.	job creation provides OCC with more program offerings responsive to the global market and economy.
5. Create a process for reaching additional industry employers who may require new College programs.	Bring in additional revenue through Michigan's Workforce Development System.	Strengthen the College's positive image throughout Oakland County.	Identifying work teams to manage the process and the outcome.	Consider the Partnership Report for new ideas and strategies.
6. More effectively leverage existing organizational structures to more efficiently implement the programs, services, and projects related to Partnership Activities.	Reduce the duplication of effort [I] throughout OCC.	Organization infrastructure will be dramatically improved.	Traditional barriers exist to *any* organizational change.	Shifting from a less centralized to a more centralized approach to coordinating Partnership Activities could delay a necessary change.
7. Plan to coordinate communication regarding Partnership Activities with College Presidents, Trustee Board, and the Chancellor's Council.	Improved College program delivery related to Partnership Activities.	Improved collaboration between the College, Business, and Industry.	Transparency in the chain-of-command regarding the Redesign Process facilitates the best interests of the College, community, and students.	A Plan of Action and Next Steps in the Redesign Process are needed.
8. Emphasize the need for a defined process for coordinating the redesign of Partnership Activities.	Streamlining the services related to Partnership Activities helps ensure Partnership Activities focus on "in-demand" skills and credentials.	Ensure a defined process is in place, targeted to accomplish the most good.	The growth of Oakland County business and industry employers is limited by the supply of "in-demand" skills.	Identification of Best Practices [J] can be used as a measure for evaluating partnership effectiveness.
9. Increase the awareness and knowledge college-wide of partnership benefits.	Increasing the awareness of partnership benefits leads to an increase in the	Documenting Partnership Activities helps structure	Stakeholders in the success of the College may not be aware of the strong	An organization that is more aware and informed about the critical importance of Partnership Activities will appreciate

Revenue Opportunities	Cost/Reductions [B]	Efficiencies	Challenges/Barriers	Notes
	support college-wide for Partnership Activities.	program management.	connection between effective Partnership Activities and jobs for students. Economic recovery of the Region is dependent upon the supply of "in-demand" skills.	the financial and non-financial resources that Partnerships bring to the campus.
10. Increase program management of Partnership Activities.	Maximize the impact of Partnership Activities.	Increase the number of OCC student success stories about students getting good paying jobs after successfully completing an OCC program.	There may be resistance to a centralized and therefore more managed approach to the largely de-centralized approach to Partnership Activities.	An organization that is more aware of the vital link between employers, the College, and jobs, will be more supportive of efforts to maximize the impact of the College's Partnership Activities

NOTES TO READERS

[A] From this point forward in the document, the term "Partnership Activities" includes not only "Partnerships," but also "Community Relations," as well as "Advancement Opportunities."

[B] The "slash" between "Cost/Reductions" means "and/or." The way to read column heading two is "Cost and/or Reductions." In other words, the opportunities in column one may result an additional cost, a cost reduction, or both as identified in column two.

>>> *Each of the terms below are forces related to "dis-economies of scale." These forces cause larger organizations to produce services at an* increased *per unit (or per student) cost. These forces are less well known than what economists have long understood as "economies of scale," or the forces which enable larger organizations to produce services at* reduced *per unit (or per student) costs. The commonly accepted definition of the forces of diseconomy leading to an* increased *per unit (per student) cost follow.* >>>

[C] *Cost of Communicating* - Ideally, all employees of an organization would have one-on-one communication with each other so they know exactly what the other employees are doing. However, one-on-one communications between all employees is impractical; therefore, only certain groups of employees communicate with one another (i.e. faculty with faculty, administrators with administrators, leadership with leadership, etc.) While this approach reduces the time and money spent on communicating, it does not eliminate the cost of communicating (which is a business necessity). The emphasis is therefore on reducing communicating costs.

[D] *Unintentional Cannibalization* - A small organization competes only with other small organizations. But larger organizations may find their services competing internally with each other. Offering the same services to from different campuses to the same sector of the economy serves no useful purpose.

[E] *Inertia* -This is defined as the "we've always done it that way, so there's no need to ever change" attitude. An older, successful organization is far more likely to have this attitude than a new, struggling one. While "change for change's sake" is counter-productive, refusal to consider change, even when indicated, is toxic to any organization, as changes in the economy will inevitably demand changes in all organizations in order to remain successful.

[F] F.Y.I. - The "Partnership Report" has been published by the College Administrative Services Council (CASC). It is available on the shared drive and is entitled, "Maximizing Partnerships and Revitalizing Community Engagement Through Campus-wide Coordinated Planning for Sustainable Growth."

[G] *Connect* - This is defined as the "ability to eliminate the isolation of decision-makers from the results of their decisions." A decision-maker in partnership activities within a multi-campus system may not know for months if a decision leads to the agreed to and intended benefits, improvements, and jobs for students. By that time, they may have moved on to another division or another campus. Connecting consequences to decisions greatly supports a downward sloping average cost curve.

[H] *Small Investments with the Potential to Return a Large Percentage* - A small investment by the College, the community, and employers in partnership activities can potentially return a large percentage of jobs for students (and other benefits) because it can concentrate its investments in a small number of good program opportunities (leading to jobs for students). The opposite is true when many investments of time and energy are placed into so many good program opportunities that the results cannot be tracked as a whole.

[I] *Duplication of Effort* - When any organization grows to hundreds or even thousands of employees, it is inevitable that someone or even a team will take on a project already handled by another person or team. A proper level of communication and coordination eliminates expensive parallel activities.

[J] *Best Practices/Most effective Practices* - These consist of a technique, method, process, activity, incentive, and/or reward which conventional wisdom regards as more effective at delivering a particular outcome than any other technique, method, process, etc. when applied to a particular condition or circumstance. The idea is that with proper processes, checks, and testing, a desired outcome can be delivered with fewer problems and unforeseen complications. Best practices can also be defined as the most efficient (least amount of effort) and effective (best results) way of accomplishing a task, based on repeatable procedures that have proven themselves over time for large numbers of people.

Partnerships

College Administrative Services Council

Review of College Functions

Final Report With Comments Presented To The

College Administrative Services Council

Prepared By
Partnership Sub-Committee

Dan Cherewick
Tony Ingram
Sharon Miller
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September 27, 2010

Non-Financial and Financial Partnership Benefits

To Oakland Community College

Executive Summary

College partnerships exist to provide students and working adults access to affordable certificate and degree completion programs. They provide our community residents the opportunity to earn various types of professional real world experiences while pursuing a certificate and/or degree. Partnerships help facilitate the improvement of community college program services while lowering operating costs. The focus is intended to create additional opportunities for students, community and businesses. This report provides a list of the non-financial and financial partnership benefits and recommendations to the college system. Last, but not least, it identifies the value of the Partnership Report to the College's growth as we transition to the 21st century.

1. It is recommended that a copy of the *Maximizing Partnerships and Revitalizing Community Engagement through Campus-Wide Coordinated Planning for Sustainable Growth* be provided to the administrator who will have responsibility for partnership coordination at the college. Additionally, each campus President should be provided a copy of the report. The report provides documented information that is vital to the Presidents in their respectful campus leadership roles An example, it provides tables that detail the specific nature of partnerships offered at each campus.

2. As we work in a coordinated manner college-wide, with students, communities, and businesses, we will identify "in-demand" programs and courses. OCC will strive to provide those services that lend most directly to jobs for students. This organized approach will reduce and eliminate duplication of effort.

3. Coordinated and managed college partnerships provide opportunities for students, employers and the community by bringing to the table non-financial and financial resources that under traditional, typical, and ordinary circumstances would not exist.

4. Student learners benefit from comprehensive services offered by college, businesses and community partnerships that provide real-world experiences. This creates new pathways to careers and provides successful real world work experiences for learners.

5. By incorporating partnership processes college-wide, Oakland Community College will be able to reach additional business and industry customers who require training that did not exist before. Outcomes include strengthening the

    Colleges' positive image throughout Oakland County; and, bringing in additional revenue streams from Michigan Workforce Development System.

6. College partnerships enable the organization to more effectively leverage existing organizational infrastructures to more effectively implement programs, services and projects more efficiently without unnecessary duplication of effort.

7. A process for coordinating and managing partnerships will result in improved program delivery, efficiency and enhanced communication between the Chancellor's Council, College Planning Council, and the Trustee Board. Such a partnership focus can dramatically improve program efficiencies and services offered to businesses and the community at large.

8. An emphasis on process for partnership implementation and delivery helps to encourage "best practices" that streamline services to achieve more effective cost savings and operations.

9. Increased awareness and enhanced knowledge of partnership benefits and documented partnership activities can assist in providing a more streamlined program management structure to student learners, businesses and the community.

10. The development of a coordinated management structure for college-wide partnerships can be customized to allow for more adaptability in overall program administration and deployment in out-reach to the external communities of Oakland County.

The Value of the Partnership Report

1. The report supports the educational mission of the college.

2. It promotes educational opportunities for all student learners.

3. It aligns itself with education and work-force development in the 21st century.

4. Provides a wrap around approach to integrated education through businesses, community and the Community College.

5. Establishes a college process that assists the college in effectively managing through coordination partnership activities and methods for increasing efficiency of program services and operations.

   OCC Partnership Report illustrates the importance of being more responsive to the learning needs of today's students. We can no longer assume that student learners will travel to our campuses. We must now meet them at their choice of a learning location.