

AROC Progress Tracking

1A. Improve Span of Control

» Increase average span of control, which refers to the ratio of supervisors to direct reports, across BGSU to meet the higher education benchmark of 1:6, reallocating supervisory time to mission focus work and driving reduced supervisory layers and increased employee engagement

» Reorganize small departments where benchmark cannot be reached given current size

Organization, Employee and Benefits Sheri Stoll

Opportunity Manager Jim Lambert

Annual benefit By year 3: \$1.48-2.15M / By Year 5: \$2.52-3.24M

| % done | Deliverable | Due By | Notes |
|--------|---------------------|---------|--|
| 100% | Draft project plans | 5/2/14 | |
| 100% | Progress Update | 6/25/14 | Update universe of staff for new baseline. Identify the top 10-15 departments with greatest opportunities. Work with dept leadership to develop individualized, unit-specific strategy to improve SOC. |
| 100% | Progress Update | 9/30/14 | Develop task outline for next six months |
| 100% | Progress Update | 11/1/14 | Span of control ratio on October 1, 2014 vs. January 1, 2014 continues to improve (campus-wide) |
| 100% | Progress Update | 1/19/15 | Span of control ratio on January 1, 2014 vs. January 1, 2015 rose to 4.05 from 3.75 (campus-wide) |
| 100% | Progress Update | 4/1/15 | Span of control ratio at January 1, 2014 vs. April 1, 2015 improved to 4.14 from 3.75 (campus-wide) |
| 0% | | | |
| 0% | | | |
| 0% | | | |

AROC Progress Tracking

1B. Improve Sustainability of Tuition Fee Waiver Policy

» Make tuition fee waivers more sustainable by updating eligibility requirements, thus producing significant benefits while: (a) Remaining in line with offerings of peer universities (b) Having little to no impact on the vast majority of employees

Organization, Employee and Benefits Sheri Stoll

Opportunity Manager Becca Ferguson

Annual benefit By year 3: \$260-680K

| % done | Deliverable | Due By | Notes |
|--------|--------------------------------------|----------|---|
| 100% | Draft project plans | 5/2/14 | |
| 100% | Proposed policy revisions identified | 6/1/14 | Revised policy drafts developed. Changes have been shared with constiuent groups; additional revisions made following meetings. |
| 80% | Potential savings to be quantified | 9/30/14 | |
| 0% | Item types set-up and testing | 10/31/14 | Required to enable proper expense attribution |
| 100% | Policy approved by Cabinet | 1/1/15 | Communication regarding changes to be sent out beginning in mid-January 2015. New policy posted online. |
| 100% | Policy implementation | 4/1/15 | Effective for first summer session (FY 2016) |
| 0% | Process automation underway | 4/1/15 | |
| 0% | Issue to be addressed in bargaining | 7/1/15 | |
| 0% | | | |
| 0% | | | |

AROC Progress Tracking

1C. Redesign Non-Core Business Processes: *Recruitment, admissions, transfers, registration, records management, financial aid, scholarship disbursement, student hiring* - 1C divided into three opportunities

» Analyze and improve administrative and operational processes across the University, targeting process efficiencies of 20-40%, driving increased employee and end-user satisfaction and establishing a cultural focus on continuous improvement

| Organization, Employee and Benefits | | Sheri Stoll | |
|--|---------------------|---------------|--------------|
| Opportunity Manager | | Joe Frizado | |
| Annual benefit | | | |
| % done | Deliverable | Due By | Notes |
| 0% | Draft project plans | 5/2/14 | |
| 0% | Progress update | TBD | |
| 0% | Update not provided | 9/10/14 | |
| 0% | Update not provided | 11/14/14 | |
| 0% | Update not provided | 1/19/15 | |
| 0% | Update not provided | 4/1/15 | |
| 0% | | | |
| 0% | | | |
| 0% | | | |

AROC Progress Tracking

1C. Redesign Non-Core Business Processes: *Gifts processing - 1C divided into three opportunities*

» Analyze and improve administrative and operational processes across the University, targeting process efficiencies of 20-40%, driving increased employee and end-user satisfaction and establishing a cultural focus on continuous improvement

| Organization, Employee and Benefits | | Sheri Stoll | |
|--|-------------------------------|-----------------|--------------|
| Opportunity Manager | | Shannon Spencer | |
| Annual benefit | | | |
| % done | Deliverable | Due By | Notes |
| 0% | Draft project plans | 5/2/14 | |
| 0% | Work being performed with 4B. | | |
| 0% | | | |
| 0% | | | |
| 0% | | | |
| 0% | | | |
| 0% | | | |
| 0% | | | |
| 0% | | | |

AROC Progress Tracking

1C. Redesign Non-Core Business Processes: *Custodial/grounds/maintenance - 1C divided into three opportunities / see 5C for future updates*

» Analyze and improve administrative and operational processes across the University, targeting process efficiencies of 20-40%, driving increased employee and end-user satisfaction and establishing a cultural focus on continuous improvement

| Organization, Employee and Benefits | | Sheri Stoll | |
|--|--|---------------|--|
| Opportunity Manager | | Bruce Meyer | |
| Annual benefit | | | |
| % done | Deliverable | Due By | Notes |
| 100% | Draft project plans | 5/2/14 | |
| 80% | Conduct due diligence on potential expansion of custodial / maintenance contract | 9/11/14 | Progress on 1C will be included with the re-centralizing of facilities management - see 5C |
| 0% | | | |
| 0% | | | |
| 0% | | | |
| 0% | | | |
| 0% | | | |
| 0% | | | |
| 0% | | | |

1D. Rationalize and Review General Education Offerings - *moved to 6C*

AROC Progress Tracking

2A. Create Co-Located Student Services

» Physical space creation - *moved to 5G*

» Launch co-located student services that allow students to easily navigate Registrar, Admissions, Financial Aid, Bursar, and Advising processes

» This approach increases student satisfaction by providing a single point of contact for students while retaining deep functional expertise

Student Services Joe Frizado
Opportunity Manager Michelle Simmons
Annual benefit By year 3: \$129-150K / By year 5: \$258-300K

| % done | Deliverable | Due By | Notes |
|--------|--|----------|--|
| 100% | Draft project plans | 5/2/14 | |
| 100% | Review exemplary institutions current operations | 4/2014 | Committee reviewed results; limited scope to Registrar, Bursar and Financial Aid |
| 100% | Student survey conducted | 6/2014 | Results shared with Registrar, Bursar, Fin Aid, Capital Planning |
| 20% | Meetings with Capital Planning | 9/2014 | Initial meetings. Next step is to work with Directors to adjust space models |
| 50% | Open Forum | 10/2014 | Additional committee meeting to determine final presentations |
| 0% | In progress | | As of 1/19/2015 |
| 0% | Identify appropriate model for BGSU campus | 4/1/2015 | A model that would attract traditional and non-traditional students |
| 0% | | | |
| 0% | | | |

AROC Progress Tracking

2B. Promote Collaboration in Internship/Job Placement

» Require departments to integrate career experiences to curricula as applicable to specific courses of study - *moved to 6C*

» Promote collaboration among internship, co-op, and career activities to improve student satisfaction, grow student participation in internships/co-ops, increase job placement for graduates, and gain administrative efficiencies

Student Services Joe Frizado

Opportunity Manager Jeff Jackson

Annual benefit By year 3: \$0.69-0.88M / By year 5: \$1.33-1.97M

| % done | Deliverable | Due By | Notes |
|--------|---|----------|---|
| 100% | Draft project plans | 5/2/14 | |
| 100% | Developed series of tasks with assignments | 6/1/14 | Basic plan in place |
| 100% | Initial Meetings with stakeholders | 9/10/14 | Met with Reg. & Rec., Financial Aid, Vice Provost for Undergrad. Education |
| 20% | Establish Committee to form uniform criteria | 11/14/14 | Form committee of stakeholders to create a uniform model for co-op/ internships/practicum |
| 100% | Identify BGSU's experiential courses | 1/19/15 | Mapped experiential learning process for Univeristy systems |
| 0% | Meet with campus partners to discuss changes in State Authorization | | |
| 0% | Identified five categories of Methods of Instructions | 4/1/15 | Created common definitions for the following experiential learning methods: Cooperative Education, Internships, Practicum, Field Experience, and COOP 050 |
| 0% | Clarifying contact hours | 4/1/15 | In process |
| 0% | Portal created to capture course data | 4/1/15 | Currently testing functionality |

AROC Progress Tracking

2C. Tailor Programs to Nontraditional Students' Needs (including international students, veterans, etc.)

» Create tailored student services programming to better support the needs of nontraditional students

» Increase flexibility of academic offerings with evening and weekend courses to communicate and ensure it is realistic to graduate from BGSU in certain programs by only attending outside of the traditional 8-5 hours - *moved to 6B*

Student Services Joe Frizado
Opportunity Manager Barb Henry

Annual benefit By year 3: \$0.89-1.41M / By year 5: \$2.18-3.37M

| % done | Deliverable | Due By | Notes |
|--------|--|---------|---|
| 100% | Draft project plans | 4/4/14 | Received 4/9/2014 |
| 100% | Enlist committee of stakeholders | 6/1/14 | Subcommittee formed |
| 90% | Establish list of processes/policies to review | 10/1/14 | |
| 20% | Review established BGSU practices | | |
| 0% | Survey defined populations | 12/1/14 | Compare national trends/research |
| 0% | In progress as of 1/19/2015 | | Survey administered and results are being compiled and analyzed |
| 0% | Survey defined populations | 4/1/15 | Data analysis continues as well as drafting final recommendations |
| 0% | | | |
| 0% | | | |

AROC Progress Tracking

3A. Redesign Key Spending/Collection Policies & Systems

» Automate AP and Travel & Expense procedures for increased speed

» Smoothen the Travel and Purchasing experiences through easier to use Pcard procedures, improved use of Altour, and updated policies and contracts that provide more reliable standards

» Improve Graduate Student collections

Core Administration John Ellinger

Opportunity Manager Sharon Swartz

Annual benefit By year 3: \$375-425K

| % done | Deliverable | Due By | Notes |
|--------|---|-------------|---|
| 100% | Draft project plans | 4/4/14 | Received 4/5/2014 |
| 80% | T & E software selected; piloting program | Summer 2014 | Pilot pending; single sign-on and file transfer still TBD |
| 80% | T&E paperless automation | Spring 2015 | Campus rollout planned to begin 2015 spring semester |
| 30% | A/P paperless automation | Ongoing | Implemented debit card for advance payments to students/full-time employees |
| 100% | A/R for students | Fall 2014 | Continue to refine and adjust de-registration for undergraduate students; On hold for graduate and international students |
| 0% | All deliverables in progress | | As of 1/19/2015 |
| 100% | T&E paperless automation | 4/1/15 | Campus-wide rollout April 1, 2015 |
| 0% | All deliverables in progress | | As of 4/1/2015 |
| 0% | | | |

AROC Progress Tracking

3B. Redesign Key Administrative Data and Processes

- » Improve data availability and integrity through user-friendly and robust management reporting, providing information needed to make decisions
- » Design lean administrative processes throughout BGSU in the functions of IT, Finance, Purchasing, and HR to reduce unnecessary/manual steps and free-up time to dedicate to mission-oriented activities
- » Re-evaluate organizational design to best support lean processes

Core Administration John Ellinger

Opportunity Manager Andy Grant

Annual benefit By year 3: \$0.83-1.20M / By year 5: \$3.40-4.60M

| % done | Deliverable | Due By | Notes |
|--------|--|---------|---|
| 100% | Draft project plans | 5/2/14 | |
| 100% | Identified specific administrative processes for paperless automation | 8/31/14 | Employee Fee Waiver Authorization/Dependent Fee Waiver Authorization/wireless access for guests to campus/consultants onboarding for username, password, etc./ HCM/FMS/CSS security access request and approval |
| 20% | Application of LEAN review of each administrative process | TBD | For each of the administrative processes above |
| 20% | Align administrative duties to the core | TBD | Began reviw of all IT positions |
| 30% | Complete data warehouse reporting system | FY 2016 | Three reports delivered / training for users in progress / creation of six additional reports |
| 0% | Paperless automation to be completed | 6/30/15 | Employee Fee Waiver Authorization/Dependent Fee Waiver Authorization/wireless access for guests to campus/Personnel Action Form |
| 0% | All deliverables in progress | | As of 1/19/2015 |
| 100% | Wireless Guest Access | 4/1/15 | Completed March 2015 |
| 0% | Moving paper processes to electronic using Business Process Re-engineering | 4/1/15 | Progress underway with estimated go live date of July 2015 for Employee Fee Waiver Authorization/Dependent Fee Waiver Authorization/Personnel Action Form/Consultants onboarding for username, password, etc./ HCM/FMS/CSS security access request and approval |

AROC Progress Tracking

3C. Implement BGSU-Wide SaaS CRM and ERP Systems: *Password Self-Service - 3C divided into three opportunities*

» Advertise password and other self-service functionality to reduce inquiries

Core Administration John Ellinger
Opportunity Manager Matt Haschak
Annual benefit

| % done | Deliverable | Due By | Notes |
|--------|--------------------------|--------|-------|
| 100% | Draft project plans | 4/1/14 | |
| 100% | Implementation completed | 4/1/14 | |
| 0% | | | |
| 0% | | | |
| 0% | | | |
| 0% | | | |
| 0% | | | |
| 0% | | | |
| 0% | | | |
| 0% | | | |

AROC Progress Tracking

3C. Implement BGSU-Wide SaaS CRM and ERP Systems: *BGSU SaaS CRM - 3C divided into three opportunities*

» Implement a common "Application to Grave" SaaS CRM/Ticketing package across 9+ departments, supporting other initiatives in this report and improving service to students and alumni

| Core Administration | | John Ellinger | |
|----------------------------|---|-------------------------|--|
| Opportunity Manager | | Sheri Kellogg | |
| Annual benefit | | | |
| % done | Deliverable | Due By | Notes |
| 100% | Draft project plans | 5/2/14 | |
| 100% | Initial assessment | 6/30/14 | CRM system owners met; some duplication of systems will be required (e.g., R-25 required for space utilization to OBR; BGSU Foundation uses Agilon One for donors). |
| 80% | Individual meetings with each CRM owner will be scheduled | Summer/ Fall of 2014 | Individual meetings with each CRM owner will be scheduled and conducted. To date, these include: College of Business Administration, Conference & Events Services, Stroh Center, College of Musical Arts, Marketing & Communications, Admissions, Residence Life, Fine Arts, Rec & Wellness, Field House, Eppler Gym |
| 70% | Selection RFP for new eCRM underway | Spring 2015 | |
| 100% | In progress | Spring 2015 | RFP issued and review of bids underway |
| 0% | In progress | 4/1/15 | Selection of finalist underway |
| 0% | | | |
| 0% | | | |
| 0% | | | |

AROC Progress Tracking

3C. Implement BGSU-Wide SaaS CRM and ERP Systems: *BGSU IaaS or SaaS ERP - 3C divided into three opportunities*

| » Implement SaaS ERP system to reduce lifetime cost of service | | | |
|--|---|---------------|--|
| Core Administration | | John Ellinger | |
| Opportunity Manager | | Sheri Kellogg | |
| Annual benefit | | | |
| % done | Deliverable | Due By | Notes |
| 100% | Draft project plans | 5/2/14 | |
| 80% | RFP selection for the new SaaS or IaaS | Spring 2015 | |
| 10% | Implement Software as a Service (SaaS) or Infrastructure as a Service (IaaS) for the PeopleSoft ERP | TBD | |
| 100% | In progress | Spring 2015 | RFP issued and review of bids underway |
| 0% | In progress | 4/1/15 | Selection of finalist underway |
| 0% | | | |
| 0% | | | |

AROC Progress Tracking

3D. Effective Use of Computer Labs

- » Over four years, rationalize number of computer labs to be in line with peer institutions
- » Institute a policy recommending Freshmen bring their own laptops to campus (PlugIn2BGSU), providing laptop funding for students in need
- » Replace decommissioned labs with open quiet rooms, some with printers

Core Administration John Ellinger
Oppportunity Manager Deb Wells
Annual benefit By year 3: \$237-304K / By year 5: \$332-535K

| % done | Deliverable | Due By | Notes |
|--------|--|-------------|--|
| 100% | Draft project plans | 4/4/14 | Received 4/4/2014 |
| 100% | Identified all computer labs across campus and number of computers | Spring 2014 | Number of labs reduced from 103 to 54 / number of computers reduced by 342 / annual spend on labs & computers reduced by \$95k |
| 100% | Implemented Bring your own Laptop (BYOL) or tablet | Summer 2014 | Promoted program at all SOAR orientations |
| 100% | Implemented Pell Grant laptop loan program | Summer 2014 | Expanded inventory to 200 laptops if needed |
| 100% | Created alternative study spaces in residence life areas | Summer 2014 | |
| 0% | Reviewing departmental computer classrooms for suitability to add to University-wide GRID classrooms | | In progress |
| 0% | Upgrades to computer labs | Summer 2015 | East Hall 115 & 116, Library 125, Education 222, and Tech 238 |
| 0% | FY 2015 Laptop loan program for PELL Grant recipients | FY 2015 | 47 Mac and Dell laptops on loan to students |
| 100% | 20 percent reduction of computers since May 2014 with a cost savings of \$190k. | 4/1/15 | Met specific AROC budget reduction to ITS permanent budget |
| 0% | Computer lab upgrades in East Hall, Library, Education and Technology Buildings | 4/1/15 | In progress during Summer 2015 |
| 100% | Labs used by only two deparments transferred to University-wide use by all departments | 4/1/15 | Effective Fall 2015 |

AROC Progress Tracking

4A. Centralize University Advancement IT Functions *(previously titled Centralize University Advancement Administration)*

» Centralize IT functions currently performed by University Advancement within the Division of Finance and Administration's existing capabilities reducing administrative costs and improving compliance, data accuracy and consistency

| Research and Advancement | | Shea McGrew | |
|---------------------------------|--|---------------|---|
| Opportunity Manager | | John Ellinger | |
| Annual benefit | | | |
| % done | Deliverable | Due By | Notes |
| 100% | Draft project plans | 4/4/14 | Received 4/4/2014 |
| 50% | Centralize IT positions within Advancement | In progress | One position has transitioned; one still TBD |
| 50% | Complete list of other decentralized IT positions identified across campus | In Progress | Discussions in each department will occur / department transition plans will be developed |
| 100% | Hired IT personnel to lead Advancement IT | | |
| 0% | Data conversion completed | 11/1/14 | New report creation in progress |
| 0% | In progress | | As of 1/19/2015 |
| 0% | In progress | | As of 4/1/2015 |
| 0% | | | |
| 0% | | | |

AROC Progress Tracking

4A. Centralize Foundation Administration *(previously titled Centralize University Advancement Administration)*

» Centralize finance functions currently performed by University Advancement within the Division of Finance and Administration's existing capabilities reducing administrative costs and improving compliance, data accuracy and consistency

| Research and Advancement | | Shea McGrew | |
|---------------------------------|---|---------------|-----------------------------|
| Opportunity Manager | | Sharon Swartz | |
| Annual benefit | | | |
| % done | Deliverable | Due By | Notes |
| 100% | Draft project plans | 4/4/14 | Received 4/5/2014 |
| 0% | On hold. | | |
| 0% | Centralize Advancement finance/accounting functions | 7/1/15 | next steps to be determined |
| 0% | In progress | | As of 1/19/2015 |
| 0% | In progress | | As of 4/1/2015 |
| 0% | | | |
| 0% | | | |
| 0% | | | |
| 0% | | | |
| 0% | | | |

AROC Progress Tracking

4B. Improve Alumni Data Management and Analytics

» Use data analytics to drive solicitation strategies, target high potential alumni segments, and assess and tailor alumni programming in order to reach peer benchmark alumni giving and increase alumni engagement

» Ensure alumni data is consistent across campus through use of campus-wide CRM system enabling even more effective data analysis

Research and Advancement

Shea McGrew

Opportunity Manager

Shannon Spencer

Annual benefit

By year 3: \$15-110K / By year 5: \$370-740K

| % done | Deliverable | Due By | Notes |
|--------|--|--------|--|
| 100% | Draft project plans | 5/2/14 | |
| 100% | IT consultant performed review and prepared detailed work plan. ITS and Advancement staff working with software co. and IT consultant to re-convert data, redesign/improve database elements, redesign/create needed reports for effective data management and analysis. | 5/1/14 | Review completed - work plan developed |
| 0% | Project work ongoing | | As of 1/19/2015 |
| 0% | Improvements to online giving functionality and website redesign | 4/1/15 | In progress |
| 0% | Accounting software and server update | 4/1/15 | In progress |
| 100% | Agilon upgrade to software/hardware | 4/1/15 | Completed |
| 0% | | | |
| 0% | | | |
| 0% | | | |

AROC Progress Tracking

4C. Streamline Grants Management Process

» Review and redesign the grants management process to establish a seamless end-to-end process, driving increased employee satisfaction, higher levels of service to faculty, and encouraging increased submissions

» Continue grant writing support for faculty to further encourage proposal submissions

Research and Advancement Shea McGrew

Opportunity Manager Mike Ogawa

Annual benefit By year 3: \$90-180K

| % done | Deliverable | Due By | Notes |
|--------|---------------------------------------|-------------|--|
| 0% | Draft project plans | 5/2/14 | |
| 0% | Vendor/software selected | Fall 2013 | |
| 0% | Implementation of software | Summer 2014 | Work continuing. |
| 0% | Campus Rollout | Fall 2014 | Planned rollout of software to begin late fall semester 2014 |
| 0% | Beta testing | 11/1/14 | |
| 0% | Implementation/phase-in by department | 12/31/14 | In progress as of 1/19/2015 |
| 0% | Implementation/phase-in by department | 4/1/15 | In progress |
| 0% | Creating online training modules | 4/1/15 | In progress |
| 0% | | | |

AROC Progress Tracking

5A. Conference and Event Services

- » Increase the number of events on campus and the revenue per event by: formalizing role of Conference and Event Services (C&ES) department as the single coordinating point of contact for all events above a minimum threshold on campus
- » Increase the number of events on campus and the revenue per event by: expanding C&ES access to include all facilities on campus, with a transparent scheduling process and priority usage for department "owner"

Auxiliary Operations and Facilities Steve Krakoff

Opportunity Manager Brad Leigh

Annual benefit By year 3: \$0.28-0.51M / By year 5: \$0.50-1.09M

| % done | Deliverable | Due By | Notes |
|--------|---|-------------|---|
| 100% | Draft project plans | 4/4/14 | Received 4/4/2014 |
| 100% | Established Office of Conf & Event Services | Spring 2014 | |
| 100% | Formalize department organization | Summer 2014 | Office established; working group pulling together decentralized conference and event sponsoring units to begin creating centralized concept, processes, etc. |
| 100% | Develop sales/marketing plan, personnel | Summer 2014 | 30 new events booked; sales growth plan developed |
| 0% | Ongoing | FY 2015 | Financial performance reviewed monthly against annual goals. |
| 0% | Revised model of service implemented | Fall 2014 | |
| 0% | Ongoing | | Decentralized service units meeting and working collaboratively |
| 0% | Progress toward deliverables ongoing | | As of 1/19/2015 |
| 0% | Progress toward deliverables ongoing | 4/1/15 | Revenue totaling \$225k in first full year as a department. Estimated \$750k in new client revenue in FY 2015 |

AROC Progress Tracking

5B. Fleet Management

» Launch a vehicle sharing program with high quality vehicles available 24/7; reducing fleet size, promoting vehicle sharing, and reducing rentals when alternatives already exist on campus

» Increase cost-effectiveness of campus shuttle by consolidating services on low-utilization routes and responding to community demand for access to Downtown route by sharing cost and service with city

Auxiliary Operations and Facilities Steve Krakoff

Opportunity Manager Andy Grant

Annual benefit By year 3: \$288-549K

| % done | Deliverable | Due By | Notes |
|--------|---|-------------|--|
| 100% | Draft project plans | 4/4/14 | Received 4/4/2014 |
| 100% | Analysis of current status | Summer 2014 | |
| 100% | Action plan to reduce quantity | Summer 2014 | |
| 100% | Reduced fleet size | 6/30/14 | Reduced University vehicles by 34 since summer 2014 |
| 0% | Ongoing | TBD | Ongoing efforts continue to reduce excess vehicle numbers; exploring ways to ride-share with City or Campus Shuttle. |
| 0% | Total savings realized since start in FY 2013 | | \$234, 773 (inserted 9/18/2014) |
| 0% | University bus routes | Fall 2014 | Routes adjusted to reflect student usage patterns |
| 0% | Progress toward deliverables ongoing | | Ongoing meetings with departments to identify vehicle usage as of 1/19/2015 |
| 0% | Progress toward deliverables ongoing | 4/1/15 | |

AROC Progress Tracking

5C. Customer Centric Facilities Management

- » Centralize responsibilities for facilities management across campus and create one set of policies and standards for buildings and grounds
- » Establish a customer-centric facilities management service that includes facility users in decision making, provides transparency into accounting/financial processes, and charges departments based on services provided

| Auxiliary Operations and Facilities | | Steve Krakoff | |
|--|---|---|--|
| Opportunity Manager | | Bruce Meyer | |
| Annual benefit | | By year 3: \$352-561K / By year 5: \$402-650K | |
| % done | Deliverable | Due By | Notes |
| 100% | Draft project plans | 5/2/14 | |
| 100% | Confirmed operational services | 5/2/14 | Logistics, repairs, maintenance, grounds, PM, custodial |
| 80% | Service Level Agreements | 8/30/14 | Completed for Rec Well, Res Life, BTSU, underway with Athletics |
| 75% | Approach for budgeting & decision making - PM services | 8/30/14 | Completed for Rec Well, Res Life, BTSU, underway with Athletics |
| 40% | Develop policies and standards | 6/30/15 | Ongoing |
| 0% | Identify future services | 6/30/15 | |
| 0% | Reviewing financial data for proposed project management/services | | In progress |
| 0% | Technical Assurance and Heapy Assessment completed | | Final report being reviewed, priorities for projects being established |
| 0% | Back-up electrical generators ordered | 11/1/14 | In progress |
| 0% | Progress toward deliverables ongoing | | As of 1/19/2015 |
| 0% | Technical Assurance and Heapy Assessment | 4/1/15 | Reviewed and building priorities were established |
| 100% | Water treatment contract awarded to US Water | 4/1/15 | Completed - estimated \$30k in annual savings |
| | | | |
| | | | |

AROC Progress Tracking

5D. BGSU Bookstore of the Future

» Explore two options to get ahead of the declining bookstore market and position BGSU for the future:

1. Eliminate traditional bookstore and channel on campus sales through team shop, technology shop, and pop up bookstore during enrollment rush. Develop robust online store and drive sales through that platform.

2. Engage with a private provider to manage store on an ongoing basis

Auxiliary Operations and Facilities Steve Krakoff

Opportunity Manager Brad Leigh

Annual benefit N/A

| % done | Deliverable | Due By | Notes |
|--------|---|---------|---|
| 100% | Draft project plans | 5/2/14 | |
| 75% | Improve online sales and rentals | 6/30/15 | Ongoing efforts to increase sales and rentals |
| 50% | Plan to reduce footprint | 6/30/15 | BTSU |
| 0% | Engage private provider? | 6/30/15 | Discussions will be ongoing with interested providers |
| 0% | Preparing RFP to evaluate private providers | 2/1/15 | |
| 0% | RFP responses to evaluate outsource options being reviewed by committee | 4/1/15 | In progress |
| 0% | | | |
| 0% | | | |
| 0% | | | |

AROC Progress Tracking

5E. Energy Management

- » Establish standardized class schedule, including standard class times and full day scheduling to increase utilization and reduce wasted energy
- » Expand initial wave of Energy Conservation Measures across campus
- » Launch Green Awareness Campaign to encourage energy conservation and create sense of accountability for energy reductions
- » Reduce campus operations at low volume periods (e.g., holiday breaks, summer, etc.) - shift to four day workweek and/or close down underutilized space

Auxiliary Operations and Facilities Steve Krakoff

Opportunity Manager Bruce Meyer

Annual benefit By year 3: \$0.48-0.80M / By year 5: \$0.82-1.36M

| % done | Deliverable | Due By | Notes |
|--------|---|-----------|---|
| 0% | Draft project plans | 5/2/14 | |
| 0% | Ongoing | TBD | A variety of energy efficiency or energy reduction strategies are being deployed while other new ones will begin through the fall 2014/spring 2015 semesters. |
| 10% | Standardize class schedule | 6/30/15 | Tied to FY 2015 and 2016 objectives. Working with PCC committee |
| 80% | Energy consumption transparency campaign | 7/31/14 | Initiated in FY 2014 and will be ongoing. Includes communication campaign, challenges for residence halls |
| 40% | Expand ECMs | 6/30/15 | Initial efforts focusing on LED lighting (for example, Jerome Library, Perry Field House, and Parking lots) / HVAC initiatives being identified and scheduled |
| 30% | Standard temperature schedule | 6/30/15 | Benchmarking institutional practices nationally |
| 0% | Draft Climate Action Plan | 1/31/15 | Filed with ACUPCC |
| 0% | "Green Game Day" | Fall 2014 | At all home athletic games - three tons of recyclables diverted from waste stream |
| 0% | Sustainability Master Plan | | Reviewing new options |
| 0% | Single stream recycling containers piloted at athletics sites | | As of 1/19/2015 |
| 0% | Other project efforts in progress spring semester | | As of 1/19/2016 |
| 0% | Sustainability Training for BGSU department | 4/1/15 | Ongoing |
| 100% | Lighting upgrades to Ice Arena and McFall Gallery | 4/1/15 | Completed. Ice Arena upgrade - estimated ROI of two years; McFall Gallery - estimated ROI of four years |

AROC Progress Tracking

5F. Energy Rates

- » Establish demand limiting function for electricity to avoid peak charges
- » Continue to explore green cogeneration feasibility, with particular focus on creative financing options that don't require significant capital investment
- » Engage city in discussions around creative solutions to the high rates charged for electricity

Auxiliary Operations and Facilities Steve Krakoff

Opportunity Manager Bruce Meyer

Annual benefit By year 3: \$1.08-1.70M / By year 5: \$1.08-1.82M

| % done | Deliverable | Due By | Notes |
|--------|--------------------------------------|---------|---|
| 0% | Draft project plans | 5/2/14 | |
| 0% | See 5E | | |
| 80% | Demand Reponse Program | 8/31/14 | Completed initial demand reponse in late August and significantly reduced energy consumption during period of peak use |
| 30% | Explore co-generation | 6/30/15 | Updating Infrastructure Master Plan. Studies underway in two sectors of campus (Traditions and South Quad near Greek housing) / Completed evaluations of geothermal - payback is poor |
| 10% | Engage City of Bowling Green | 6/30/15 | Ongoing discussions / Currently correcting billing inaccuracies |
| 0% | Demand Response Program improvement | 11/1/14 | Notification decreased from two hours to 30 minutes |
| 0% | Progress toward deliverables ongoing | | As of 1/19/2015 |
| 0% | Progress toward deliverables ongoing | | As of 4/1/2015 |
| 0% | | | |

AROC Progress Tracking

5G. Create Co-Located Student Services

» Physical space creation - *moved from 2A*

» Launch co-located student services that allow students to easily navigate Registrar, Admissions, Financial Aid, Bursar, and Advising processes

Auxiliary Operations and Facilities

Steve Krakoff

Opportunity Manager

Steve Krakoff

Annual benefit

By year 3: \$129-150K / By year 5: \$258-300K

| % done | Deliverable | Due By | Notes |
|--------|---|----------|--|
| 100% | Draft project plans | 5/2/14 | |
| 100% | Identify locations for one-stop (student financial aid, registrar, bursar) Admissions and Advising / SOAR | 8/31/14 | Student survey supported BTSU for one-stop / Admissions to be located in University Hall / Advising/SOAR to be located in Jerome Library |
| 80% | Develop space programs | 8/31/14 | Developed and undergoing review/refinement |
| 30% | Conduct test fits | 12/31/14 | Completed for Admissions |
| 0% | Design | | Spring 2016 |
| 0% | Construction | | Project completion winter 2018 |
| 0% | Identified probable location | 1/19/15 | Bowen-Thompson Student Union |
| 0% | | | Employment |
| 0% | | | Building-wide space assessment to be performed to determine other options for accommodating other student service needs |
| 0% | Complete an internal Master Plan | 4/1/15 | Bowen-Thompson Student Union selected as the premier location for student services on the BGSU campus |
| 0% | RFQ to engage an architecture/engineering team | 4/1/15 | Issued in April 2015 |
| 100% | Relocate Multi-Cultural Student Lounge and Student Services to the fourth floor of BTSU | 4/1/15 | Concept design completed |

AROC Progress Tracking

6A. Strengthen and Strategically Focus Academic Programs *(previously titled Strengthen High Focus Programs)*

- » Strengthen high growth programs. Leverage reputation in Education to become a leader in educating STEM teachers, spear heading a zero cost path to
- » Explore partnerships with local peers, such as UT, to share offerings for high focus majors that need additional specialized offerings

Education Platform Rodney Rogers

Opportunity Manager Dale Klopfer

Annual benefit By year 3: \$0.46-0.72M / By year 5: \$1.18-1.82M

| % done | Deliverable | Due By | Notes |
|--------|--|----------|---|
| 25% | Preliminary Report | 4/11/14 | The AROC Sub Committee & Deans Council are currently analyzing data. Received completed report 4/15/2014 |
| | Open Forum | 4/28/14 | |
| | Revised Report | 4/30/14 | |
| | Create Trustees Innovation Fund to support development of programs to serve the needs of non-traditional students. | 9/10/14 | |
| | Announce Programs that have been funded | 10/30/14 | |
| | Update not provided | | As of 11/12/2014 |
| | Update not provided | | As of 1/19/2015 |
| 100% | New delivery models | 4/1/15 | Models have been identified |
| 100% | eCampus has been created | 4/1/15 | Fall enrollment expected |
| 0% | Program review | 4/1/15 | Being implemented |

AROC Progress Tracking

6B. Leverage Online and Other Education Delivery Methods to Serve a Broad Student Mix

(previously

titled: Leverage Online Education to Serve a Broad Student Mix)

- » Increase flexibility of academic offerings with evening and weekend courses to communicate and ensure it is realistic to graduate from BGSU in certain programs by only attending outside of the traditional 8-5 hours - *moved from 2C*
- » Actively develop and encourage online offerings as a way to gain academic credits to increase flexible paths for students to succeed in earning their degree
- » Develop flexible, self paced, year round full online offerings for students to increase enrollment by better supporting the needs of a changing market

| Education Platform | | Rodney Rogers | |
|----------------------------|---|---|--|
| Opportunity Manager | | Paul Cesarini | |
| Annual benefit | | By year 3: \$0.45-1.51M / By year 5: \$0.89-3.20M | |
| % done | Deliverable | Due By | Notes |
| 70% | Preliminary Report | 3/28/14 | Focus on the changes needed in infrastructure Received completed report 3/28/2014 |
| | Second Version of Report | 4/11/14 | This will include potential programs (for example, flexible professional degree completion program that has several options with strong enrollment opportunities) Received completed report 4/14/2014 |
| | Open Forum | 4/28/14 | |
| | Revised Report | 4/30/14 | |
| | Create an Ecampus Support System | 6/30/14 | |
| | Support the marketing of five online programs - Bachelor of Science in Fire Administration, Bachelor of Science in Learning Design & Technology, Master of Education in Curriculum & Teaching, Master of Education Learning Design, Master of Education in Special Education (Assistive Technology, Autism Spectrum Disorders, Secondary Transitions) | 8/31/14 | |
| | In conjunction with the Trustees Innovation Fund, support online programs that meet the needs of nontraditional students. | 10/30/14 | |
| | Update not provided | | As of 11/12/2014 |
| | Update not provided | | As of 1/19/2015 |
| 100% | Work has been completed | 4/1/15 | |

Revised 4/1/2015

AROC Progress Tracking

AROC Progress Tracking

6C. Rationalize and Review General Education Offerings - *moved from 1D*

» Review general education offerings with consistently low enrollment to ensure course offerings are focused on student interests and define clear pathways for students to complete a degree in a timely way

» Institute a minimum enrollment policy of 20-25 students for general education lecture courses

» Require departments to integrate career experiences to curricula as applicable to specific courses of study - *moved from 2B*

Education Platform Rodney Rogers
Opportunity Manager Sue Houston
Annual benefit By year 3: \$1.45-2.68M

| % done | Deliverable | Due By | Notes |
|--------|---|-----------|--|
| 100% | Gen Ed Review Plan | 2/1/14 | See attached BGP Timeline Plan completed 2/1/2014 |
| | Preliminary Report | 4/11/14 | Received 4/15/2014 |
| | Open Forum | 4/28/14 | |
| | Complete a review of all degrees that require experiential education | 4/30/14 | |
| 80% | All Gen Ed courses are revised and subject to reapproval | 12/31/14 | |
| | Analyze current documenting process of experiential learning internships | 11/15/15 | |
| | Develop standards for Internships/Coops in consultation with OBOR standards | 3/31/14 | |
| | Implement a process to document | Fall 2015 | |
| | Update not provided | | As of 11/12/2014 |
| | Update not provided | | As of 1/19/2015 |
| 100% | Work has been completed | 4/1/15 | Implementation will be monitored |