



Examples (Not Comprehensive) of Cost-Saving Initiatives At Ohio's Public Universities

Received From:

BGSU, OSU, NEOMED, OU, UT, UA, UC, MU, YSU, SSU, CENTSU, WSU, KSU, CSU, IUC-Purchasing Group

Bowling Green State University

1. Time to degree. The single biggest savings opportunity for students is to ensure that students graduate in 4 years vs. 5 years or worst of all, 6 years. Adding the 5th year means 25% additional cost. Making this happen requires on-going, effective, intrusive advising and counseling for students.
2. Participation in College Credit Plus (CCP). Take advantage of CCP when it makes sense for the student to do so. A student arriving on a college campus with 30 credits will spend 75% of the cost for an undergrad education compared to a student who takes 4 full years on campus. If the student only arrives with 15 credits, he/she will still save 13%. If a student can't take college courses during the school year, he/she can consider taking courses during the summer on a 2 or 4 year campus or via distance learning.
3. Summer Courses. Students take one or two courses during the summer from a local community college or an in person or distance course from a four-year school that offers discounted summer tuition rates like BGSU.

Ohio State University

1. Innovative funding. The university entered into a comprehensive energy management partnership that is providing \$1.165 billion in resources for our academic mission, launching an unprecedented energy-efficiency campaign and creating opportunities for innovation in energy and sustainability research.
2. Financial aid – tuition coverage. Starting in fall 2018, Ohio State will ensure that all in-state students who qualify for Pell Grants receive an aid package that covers the full cost of tuition and mandatory fees on the Columbus campus. This program is funded with an endowment created from energy proceeds.
3. Digital Flagship University. Through a comprehensive, university-wide digital learning initiative, Ohio State will collaborate with Apple to support educational innovation for students and economic development opportunities for the community. Starting in fall 2018, Ohio State will provide each incoming first-year student with an iPad Pro learning-technology suite with a retail value of more than \$1,000.
4. Financial aid – expanded support. Administrative efficiencies have funded \$60 million in President's Affordability Grants over three years; and other strategic institutional funds are supporting the expansion of the Land-Grant Opportunity Scholars program to cover the full cost of admission. Both programs are for in-state students.

5. Tuition guarantee. The new Ohio State Tuition Guarantee offers incoming students certainty about the cost of a college education by setting rates for in-state tuition, mandatory fees, room and board that will be frozen for four years.
6. Summer discount. Undergraduate students saved \$2.4 million a year in Summer Term 2017 through a new summer tuition discount that also provides another tool for students to reduce their time to degree.
7. The Buckeye Opportunity Program. Expected to benefit 3,000 students on the Columbus campus this fall, was announced in September 2017. A pilot expansion of the program will support an additional 1,200 students in Lima, Mansfield, Marion, Newark and at the Agricultural Technical Institute in Wooster. Starting in spring 2019, OSU will commit up to \$3 million a year in additional financial aid to meet the tuition and mandatory fee needs of regional campus students who are from Ohio, qualify for federal Pell Grants and have successfully begun their college career. To be eligible, students must have successfully completed the equivalent of at least one semester and initiated or completed a student-success course. To participate, Pell-eligible students on regional campuses must be enrolled full time, have completed a full-time course load toward an Ohio State degree, and have successfully completed the University Survey course or be enrolled in the course for spring 2019. The course, required of all undergraduates in the first term of enrollment, is designed to help students assess their interests and plan their progress toward a degree.

Northeast Ohio Medical University

1. Shared Services Agreement with Kent State University (KSU) to offer NEOMED graduate programs online, leveraging the use of KSU's technology and course management system infrastructure, business systems and processes, expertise in instructional design and educational technology.
2. Re-launch of the University's continuous improvement initiative, looking at rethinking and implementing improved systematic process across all layers of the University. Two projects are occurring into June. One for the University's financial approval queues and the grants time and effort certification process, both which will have a positive effect in terms of efficiency and throughput for faculty that are involved in either project.
3. Re-engineering of administrative support departments in combination with University's voluntary separation program. This will provide opportunity to rethink positional structures and blending of responsibilities for greater effectiveness and coordination with students and faculty.
4. Removing 100% of Sequoia Wellness fees and charges for all fourth-year Medicine and Pharmacy students, and 50% for third-year Medicine students, thus reducing their student fees. All students will be able to keep their memberships active, which allows them to use the Sequoia Wellness facilities whenever they are on campus and continues to encourage wellness as a component of the student environment.

Ohio University

1. Textbook Affordability savings. In just a few short months, faculty at OU have converted enough required textbooks and course materials to the University's new open resource solution to save students \$600,000. This exceeds OU's original goal of saving students \$500,000 by fall 2018 through a partnership with Top Hat, which was first announced in fall 2017. Through this partnership, OU faculty have had the opportunity to explore thousands of Open Educational Resources (OER) – at no cost to them or their students. Top Hat has also provided one-on-one support to help faculty find these resources and adopt them to their specific course(s). To date, OU faculty who have participated in this partnership have impacted 7,511 students across the University and the university continues to grow the program.

2. Time to Degree efforts. OU has invested in a robust orientation program and also offers learning community opportunities for first year students.
 - a. Individual advising sessions address semester course loads - which courses the student needs to take and when in order to graduate on time.
 - b. First year learning communities stress steps for on-time graduation.
 - c. Individual colleges offer additional advising sessions providing individualized study plans; some signed and dated to make clear the students' expectations.
 - d. Ohio University responded to the 2012-2013 state budget bill by creating 120 three-year degree options (out of approximately 220 degree programs).
 - e. 46.3% of 2016-17 degrees granted were in programs with the 3-year degree option.
 - f. Many three-year plans include options for summer courses, AP credit, and College Credit Plus credits.
 - g. Potential savings for a student on the three-year plan, assuming inclusion of 17 credits of summer courses, is conservatively estimated at 18% of the cost of a 4-year degree (FY2016 Efficiency Report).
 - h. Savings can be further increased for those students bringing AP and College Credit Plus credits.
3. Other savings allowing increased Scholarship / Financial Aid.

University of Toledo

1. UT had a multifaceted approach to prescription drug cost savings. This approach included:
 - a. Achieving 85% utilization of in-house pharmacies;
 - b. Identification of a new prescription benefit manager with a projected savings over \$500K;
 - c. Successfully negotiating collective bargaining contracts to make UT the primary for specialty drugs with a projected savings of \$816K;
 - d. Instituting a mandatory generic program with an estimated cost savings of \$367K; and
 - e. Achieving \$1.3M in overall savings by incentivizing the use of UT pharmacies to leverage UTMC cost of goods, which is 50-66% below what a retail pharmacy would cost.
2. The University outsources dining services to Aramark, a third-party operator. In FY17, UT restructured its campus dining contract with Aramark to achieve a \$2M+/- turnaround in fiscal performance and to stimulate a \$7.1M capital investment by the operator into on-campus dining facilities, which now include an on-campus Steak 'n Shake and Chick-Fil-A.
3. In FY17, UT began working with its service provider, Barnes & Noble (B&N), on a range of strategies to reduce textbook costs for students, especially those in high-volume, high-costs courses. These efforts include earlier textbook adoption allowing the University's bookstore to obtain a wider range of options for students (used books and rentals) as well as the exploration of open-source materials for courses. Based on baseline comparisons to past years' data, students saved nearly \$800K in textbook costs across courses where lower-priced options were negotiated with publishers by B&N. In addition to this number, savings were realized in specific courses in FY17 by adopting packages of materials that were significantly cheaper than previous textbook adoptions. For FY18, UT is continuing to work with B&N along with other Ohio universities, including Ohio State and Wright State, on an expanded Inclusive Access model to move more high-volume courses into an open-access materials model.

University of Akron

1. Finish in Time (FIT) is an on-time completion campaign. FIT encourages enrollment in up to 18 student credit hours (SCH) per semester at the same cost of tuition at 12 SCH per semester. The table below documents the percentage of full-time enrolled students taking 15 or more SCH over the last five fall semesters (2013 thru 2017):

Fall Semester	Undergraduate Enrolled	Undergraduate Full-Time	Percentage Taking 15+
2013	22,639	16,754	45.2
2014	21,608	16,326	53.9
2015	21,158	16,021	56.8
2016	19,465	14,595	56.4
2017	18,802	14,261	54.4

2. Introduced the new Akron Guarantee Scholarships (AGS) that provides full-time undergraduate students with scholarship increase over four years as they reach certain academic milestones. This innovative approach helps students reduce the need to borrow student loans by increasing their scholarships each year as they progress toward degree completion. The AGS provides ~\$3,500 more over four years than UA's traditional scholarship program;
3. Negotiated a vendor contract to reduce the cost of textbooks, is working toward adoption of common materials for general education courses and other courses, and offers certain digital textbooks.

University of Cincinnati

1. Co-Op Provides \$66M to UC Students. Co-Op was invented at UC in 1906. The oldest in the world, UC's co-op program is consistently listed among the nation's best in "US News & World Report" rankings. This truly distinctive program provides a blend of educational excellence and real-world experience by partnering employers and faculty in the preparation of students for successful and rewarding careers. This past year, UC students earned a collective \$66M. The average student salary is \$11K per semester – the same as UC's tuition. This provides a tremendous cost savings to our students and their families.
2. Froze tuition – 4th year. The UC Board of Trustees recently approved President Neville Pinto's recommendation to freeze undergraduate tuition for the 2018-19 academic year. UC is the *only* public university in the State of Ohio to approve, by way of board action, a motion not to raise undergraduate tuition on its students and parents next year. This uncommon decision to keep tuition flat is yet another proof point that the value of a UC education ranks second to none. It is worth recognizing and repeating that UC has made access and affordability an uncompromising priority. In fact, UC students who enrolled in fall 2015 *will graduate next spring without ever experiencing a tuition increase during their entire collegiate careers at UC.*
3. Textbook Affordability. UC, in partnership with Follett, privately-owned manager of UC's bookstore, continues to negotiate directly with publishers on behalf of its nearly 45,000 students. Of particular interest, the included® model saves students 40% on average. This strategy is ideal for courses requiring students to use an electronic workbook, or other electronic consumable material. Since implementation in 2015, discounts have already saved students over \$3M. Students have access to required learning materials immediately at the beginning of the course and because students' financial aid immediately applies to the cost of learning materials (material fee is included in their tuition and fees) students do not need to wait for financial aid to disburse in order to purchase learning materials.
4. Sale of Kingsgate Marriott Hotel and Conference Center. UC has evaluated its portfolio of assets to determine which may be appropriate to place into a "Public/Private Partnership". This evaluation was done in consultation with Jones, Lang, LaSalle, who has extensive experience with these transactions. From the resulting comprehensive evaluation of assets, it was determined that although it is important for UC to have a full-service hotel and conference center on its campus, to serve its academic mission, it is not considered a component of our "core mission". The P3 also is viewed as a "risk transfer" approach on behalf of the university. With this in mind, UC is in the process of closing an agreement (expected to

close August, 2018) to sell the operation and structure known as the “Kingsgate Marriott and Conference Center”. This sale is expected to result in \$23M revenue to the University.

5. Saved \$618k by buying from contract vendors. The UC Board of Trustees approved a modification to its purchasing rule requiring employees to use existing contracts for purchasing goods and services at their June 2016 meeting. Use of university contracts was previously implied in the Board Rule and compliance appears to be strong. However, the strength of the Board modification is expected to improve adherence to contract with an estimated \$618K in cost savings to date.
6. Shared services with Cincinnati State. Shared services agreements have been signed with Cincinnati State to provide them with police dispatcher services as well as printing services. We are pleased to provide these services on an “as-needed” basis to Cincinnati State allowing them to save money while being provided high-quality services. With regard to printing, UC estimates that it is saving Cincinnati State at least \$30,000 a year on the cost of copies. However, the real savings for the College is that they were able to repurpose three staff which resulted in significant annual savings of salaries and benefits. Additionally, there were further savings in cost of equipment, maintenance and contracts for maintenance. Lastly, the former Cincinnati State print shop was transformed into much-needed classroom and office space.
7. Leased stadium to FC Cincinnati - \$725k in parking revenue. In 2016, UC signed an agreement with FC Cincinnati (minor league soccer team) for use of Nippert Stadium for five years. The partnership has generated approximately \$725,000 in revenue to the university over the first two years. This revenue will help to offset fixed operating expenses in parking and athletics. In addition to the financial terms, the partnership has exposed the campus to over 300,000 visitors (potential future parents/students) to the campus during the first season alone.

Miami University

1. Three pathways exist at MU for graduating in a shorter time frame:
 - a. No tuition for credit hours enrolled above 12;
 - b. Significant college credit earned before enrolling at MU and the completion of far more hours towards graduation than the minimum required; and
 - c. Better communication with students of the options for early completion and better support of students who desire to graduate in less than four years, or the 4.1 years that is the average time to a degree today.Effective, proactive and personalized advising is a key to student success, and MU’s approach is to provide opportunities for student success based on their goals and aspirations.
2. Utilize data-driven, predictive modeling programs in conjunction with more intentional/proactive and personalized advising to better ensure students are on a timely path to graduate. These advising sessions will assist students in selecting an appropriate major and path to graduation including options for accelerated graduation. Students “at risk” to graduate or to stay on an accelerated path to graduation will benefit from being identified early and offered additional resources and support to assist them in achieving their graduation goal.
3. Offer highly demanded and bottleneck courses during nonstandard terms, such as winter and summer. These critical courses will be available in multiple formats including hybrid or online modes. The increased availability and flexibility of these key courses will provide an alternate path for students to graduate early. Additionally, this will help those students who get off a timely graduation schedule, perhaps due to a change in major, to get back on schedule and graduate on time. During these terms, courses will be offered at a subsidized or a reduced tuition rate (20%) to encourage participation and make accelerated paths to graduation even more affordable. Also, this will allow Miami to utilize

academic resources and university facilities more efficiently throughout the summer and during periods between semesters.

4. Improve student familiarity with existing options that offer them the opportunity to graduate earlier. Students enrolling in 18 credit hours per term can graduate one semester early, which lowers their cost of attendance by at least 12%. By enrolling in just one course (3 credit hours) during each of the “nonstandard” terms, a Miami student can also reduce their time to graduation by a full semester; this lowers the cost of attendance by about 12% as well. About 37% of Miami’s entering first year students have an average of more than 17 hours of college credit already earned. These students, through utilization of either or both overload credit and nonstandard terms, have the potential to reduce their time to graduate by an entire year lowering their cost of attendance by 24% or more.

Youngstown State University

1. Through a new energy efficiency program whereby YSU now produces its own steam heat, utility costs were reduced by 33%, or \$2.2 million, in FY 2017.
2. YSU increased institutional scholarship spending by \$3 million in FY 2018, reducing college costs and debt for thousands of students.
3. Through its new print management program, YSU reduced the cost of printing, copying, toner, and ink by 50%.

Shawnee State University

1. Energy Projects. Shawnee State has taken proactive measures to reduce its energy consumption by 32% over the past decade. This reduction has resulted in \$638,944 in annual cost savings.
2. Health Care Costs. A three-year plan has been developed to not only reduce health care costs but to establish a culture of wellness at SSU. Through the implementation of wellness incentives, utilization of health management resources and adoption of tiered networks and bundled payments, Shawnee State has realized \$637,000 in savings.
3. Textbook Efficiency Practices. Reducing the cost of textbooks is a priority. By taking advantage of digital materials and open educational resources, SSU has saved students \$392,183.

Central State University

1. Energy Auction – \$500,000 over three years.
2. Xerox Collaborative – \$100,000
3. Energy Conservation Measures – \$1.1 million.
4. Healthcare Renegotiation – \$250,000

Wright State University

Scholarships: 2016-18

1. Wright State University funded \$23 million in institutional aid (tuition waivers, merit scholarships and need-based aid) in 2016-2017 and the Foundation added another \$3 million in scholarships. In 2017-2018, the university funded \$23.13 million in scholarships and the Foundation provided \$2.9 million.

2. WSU negotiated multiple software package licenses giving students access to many software tools at no expense to them. In 2016, WSU realized \$476,412 in savings, \$179,022 in savings in 2017, and in 2018, will see \$405,687 in savings.
3. A pilot project at WSU called Inclusive Courseware was designed and implemented to reduce the cost of textbooks and online access content for students. This initiative has saved students nearly double what was originally estimated. The program was initially piloted in 9 courses and 24 sections. More than a thousand students participated in the Spring Semester project and saved more than \$102,400, for an average savings of 40%. This fall, the program will continue with an expanded pilot involving 40 courses, impacting 120 sections and up to 6,100 students with a savings estimate of \$651,00 based on enrollment estimates.

Kent State University

1. Revision of tuition plateau: \$5,000,000
KSU eliminated the tuition overload fee for more than 16 credit hours. By expanding the undergraduate full-time tuition plateau to 18 credit hours, students can complete two more credit hours for the same tuition, saving them up to \$912 each semester or up to \$7,296 over four academic years. During FY 18, this savings totaled \$5,000,000 for students.
2. Employee Separation Plan: \$4,000,000
KSU developed and implemented two voluntary employee separation plans: non-faculty staff in fiscal year 2017 and faculty in fiscal year 2018. The primary objectives were to drive effectiveness and efficiency gains. In total, nearly 240 employees participated in the program with an approximate aggregate salary of over \$16.5 million, not including savings associated with benefits or program/administrative costs. In the first year, savings net of program costs and after initial staffing replacements exceeded \$4 million. The university continues to utilize a centralized strategic hiring and position control procedure under the leadership of the provost, SVP Finance and Administration, and VP HR to manage staffing replacements and maximize efficiencies in staffing levels and replacements.
3. Investment Advisor Transition and change in investment modeling: \$870,000
The Investment Committee of the Board of Trustees of KSU, in its fiduciary role, determined that a request for qualifications should be issued for the investment advisor to ensure the best level of service at a reasonable cost, mitigate risk, and drive investment portfolio performance. During this process, investment management models (traditional versus discretionary) were considered. After a rigorous competitive process, the Board authorized the shift to the discretionary investment advisory model through a contract with SEI, Inc. The portfolio was fully transitioned to the new model by 12/31/2017, with appropriate committee charter and investment policy revisions, as authorized by the Board. Annual savings of over \$870,000 in investment advisory/manager fees have been realized, as well as maximized portfolio return as well as risk mitigation.

Cleveland State University

1. **Review of Operations** – As part of CSU’s ongoing Path to 2020 initiative which reviews University academic and non-academic operations for efficiencies, CSU is realizing \$7.1 million in savings beginning with its FY18 (7/1/17-6/30/18) budget cycle. These savings are continuing (permanent) savings in the cost of administrative overhead and operations. In its initial year of operation (FY17), the Path to 2020 initiative recovered \$3.2 million in expense savings. In addition, this enable the University to deploy \$1.8 million of savings to increase undergraduate scholarship aid.
2. **Employee Benefits Expense** – Beginning in FY17, the University realized permanent savings of \$956,933 in employee benefits costs by initiating plan changes to health insurance options and negotiating with plan providers to reduce rates.

3. **Affordability (Tuition Guarantee Program)** – Effective with the Fall 2018 semester, CSU will implement its tuition guarantee program for the first cohort of undergraduate students. Under this plan, undergraduate students will be charged the same tuition and room/board cost for a four-year period, thus offering students and their families the ability to better plan for financing a college education.
4. **Energy Cost Savings** – In FY17, Cleveland State’s campus-wide energy consumption declined by 8.1% in keeping with the original mandate from HB 251. CSU’s sustained Campus Energy Project has enabled it to realize a cost-avoidance of \$2.9 million in FY17 and is expected to increase in FY18 and beyond. While CSU’s energy efficiency program is lowering consumption of energy, the University does not control the cost of the energy purchased from suppliers. CSU is therefore “avoiding” any increased cost that would have occurred had it not taken measures to lower usage of energy.
5. **Time to Degree** – CSU has developed articulated degree paths with local community colleges such as Cuyahoga Community College, Lakeland Community College and Lorain Community College. Currently, it has nineteen 2+2 pathways with Cuyahoga Community College, seven degree partnership agreements with Lakeland Community College, and eight degree partnership agreements with Lorain Community College.
6. **Textbook Affordability** – CSU was the first public institution in the state to join the national Open Textbook Network (OTN) in May 2014 which contains a network of 500 institutions. CSU faculty have been early adopters of open access textbooks that are available digitally and early results have collectively saved students across all disciplines over \$100,000 since FY16. With open access textbooks, e-books, and agreements with our campus bookstore operator Follett, the faculty are looking to deploy these cost savings methods in significantly more disciplines.

IUC Purchasing Group

1. In 2018, the IUC-PG reconfirmed the 30% average savings on commodities and services in IUC-PG price agreements. This represents a collective cost avoidance of over \$150 million in FY2017 (~\$506 million in total spend over 30 contracts).
2. There was a 10% increase in spend on IUC-PG Price Agreements in FY2017 (vs FY2016), crossing the \$500 million in total spend mark for the first time. This was achieved with no major additional Price Agreements added in the year. Thus signaling a significant uptick in utilization of IUC-PG Price Agreements.
3. Additionally, vendor rebates and scholarships of over \$5.8 million were distributed to members as a result of their participation in IUC-PG Price Agreements in FY2017.
4. Estimated savings related to the Governor’s Task Force on Affordability and Efficiency include:
 - a. Saving 30-50% for participating members in the Copier and Print Management RFP (v previous institution contracts). Kent State University is saving an estimated \$400,000 per year (over \$2 million over the course of the 5-year contract).
 - b. Saving at least 7% on Scientific Supplies and Scientific Distributor costs (v previous Price Agreement and previous institution contracts). Estimated total annual spend is \$115 million = ~\$8 million in annual savings.
5. Additional estimated savings via IUC-PG Price Agreements in FY2017 include:
 - a. Saving >\$400,000 for six universities participating in Elevator Maintenance and Repair RFP (v previous Price Agreement costs). The University of Toledo is saving over \$240,000 over the course of the 3-year contract.
 - b. Saving 37-61% (depending on product selection, volume, and delivery arrangements) on Classroom & Dormitory Furniture RFP (vs. vendor price list).