

**Higher Education Efficiency, Effectiveness and Accountability Review Committee**

CHE Survey conducted pursuant to Proviso 118.16.  
 Survey results collected in July/August 2014

**Summary Notes prepared by CHE staff 10-9-2014 - Please refer to individual survey reports for additional details and information.**

Institution	Date Completed	Type / Scope of Study	Internal or External Engagement	Vendor	Reported Cost for Engagement	Estimated Savings	Reported Efficiencies/ Savings Implemented
Clemson	2006	Overall assessment of opportunities to identify cost reductions and outsourcing opportunities	External	Huron Consulting Group, LLC	\$517,500	Various efficiencies, revenue generating and cost savings opportunities described across 18 areas relating to institutional administrative services and processes. Areas included strategic sourcing, information technology (IT), printing, mail, dining, parking, cutodial operations, energy conservation, Conference Center/ Inn complex, automated time and attendance system, administrative services, in-sourcing of off-campus operations, Littlejohn Coliseum curtaining system, bookstore, student health, foundation structure/focus, benefits, and public-private housing opportunities	Reports on implementation and outcomes across the areas. Various savings and efficiencies reported; not all quantified or quantifiable. In the aggregate of those quantified, approximately \$26 million in cost savings or avoidance.

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Clemson	On-going internal assessment initiatives including 2009 Budget Strategies Task Force	Reports broadly on results over the past several years from internal and external engagements. The 2009 Budget Strategies Task Force designed and developed comprehensive strategies to address budget cuts including charging subgroups/taskforces to focus on specific opportunities	Internal - Engagement across the university. The Budget Strategies Task Force was led by President, Provost, VP Finance & Operations, VP Research/Public Svc, VP Research & Economic Development, and Chief Public Affairs Officer.	N/A	N/A	Various recommendations and initiatives described relating to voluntary personnel reduction plans, outsourcing activities (custodial, printing, postal, motor pool), administrative process improvements, human resources payroll, energy conservations, parking, and other.	Various efficiencies, process improvements and cost savings/avoidance results reported. Of those not identified and counted in the follow up of the Huron study report, at least another \$4.5M in the aggregate reported. Clemson reports reduction in unrestricted Academic Support cost per student has decreased 14.2% from \$2,375 in 2008 to \$2,037 in 2013 and that their unrestricted Institutional Support cost per student has decreased 13.9% from \$1,790 in 2008 to \$1,549 in 2013.
USC - System Report	Jan 2011	USC Engagement with Huron Consulting - all campuses (except Medical School) engaged Huron to assist with a system-wide cost management and effectiveness engagement starting in summer 2010 - assessment of efficiency and effectiveness of administrative service areas (HR, procurement, facilities, budgeting, enrollment management). Also partnered with Huron to develop strategic plan for online learning offerings, governing structure and general education and curricular requirements. Subsequent to review engage Huron to assist with implementation.	External	Huron Consulting Group, LLC	\$540,000 on initial review and an estimated \$600,000 on implementation and follow up work	Various cost savings, revenue enhancement opportunities and service enhancements identified. Focused on administrative services but included recommendations/study relating to enrollment management that encompassed recommendations on student retention and general education structure. Not all recommendations quantified; of savings estimated total is in the aggregate approximately \$38M.	Various efficiencies, cost savings/avoidance, and revenue opportunities reported that have been implemented or are in process. Did not quantify many of the initiatives and activities underway in implementing recommendations. Of those limited instances in which amounts were quantified, in the aggregate about \$3.5M annual.

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MUSC	Nov 2012	MUHA Performance Review - reviewing workforce practices (including compensation and leave management) and physician services including med school funding and graduate med education)	External	Huron Consulting Group, LLC	\$4.7 million from MUSC Health - non-state dollars	Consultant identified savings opportunities totaling in the aggregate \$58 million.	Reports recommendations partially implemented and have realized as confirmed through 5/31/2014 a total of \$43 million in savings or efficiencies. Recommendations are still being implemented, and MUSC anticipates additional savings or increases in generated revenues.
MUSC	Mar 2014	IT Assessment - Identify opportunities to enhance strategic alignment and delivery of IT services	External	Huron Consulting Group, LLC	\$137,500 funded by non-state dollars (MUSC Physicians)	Improvements recommended to processes that are anticipated to produce efficiencies	In process - addressing recommendations starting with Governance-related.
MUSC	Apr 2014	MUSC Research Administration - review of cost allocation components	External	Huron Consulting Group, LLC	\$137,500 from MUSC Physicians - non-state dollars	Recommended unit specific enhancements to increase efficiencies that are anticipated to provide savings	In progress - Governance of research function being addressed by senior administration - once leadership issues addressed will begin implementation
MUSC	Mar 2013	Recovery audits per proviso 89.120 - review for erroneous invoices	External	Recovery Audit Specialists, LLC	N/A	No findings from review	N/A
MUSC	Apr 2011	Business Process Transformation - Purchasing	External	SciQuest	\$127,600	Recommendations focused on business process and practices for increased efficiencies that will result in long term cost savings - not quantified	Recommended systems and practices implemented.
MUSC	Mar 2014	Automate Tuition True-up Process	Internal - utilizing MUHA Six Sigma Specialists	N/A	N/A absorbed	Administrative efficiencies to result in cost savings long term - improved communications, create forecasting tool, decrease outstanding accounts receivable, increased student notification on accounts, create institutional aid standard format.	Recommendations implemented and report process improvements.

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MUSC	On-going	Charleston Higher Education Purchasing Alliance - strategic sourcing for the Charleston area public institutions	Internal Multi Institutional Initiative - MUSC, Citadel, College of Charleston, Trident Tech - Institutional Purchasing Directors	N/A	N/A absorbed	Savings not quantified but recommendations relate to increased cooperation for better prices	Have negotiated better than state contract prices for office supplies (6% below) and for bundling computer purchases (\$1 million below)
MUSC	Feb 2013	Cost & Services Review - evaluation of administrative service units for reduction of cost and enhancement of services.	Internal - Deans of the colleges at MUSC	N/A	N/A absorbed	Identified \$2.1 million in better automated programs across administrative services. Other recommendations relating to process improvements of administrative services.	With changes, administrative and support area budgets reduced by \$1.5M, revenue enhancements of \$224K, and cost transfers of \$618K.
MUSC	Mar 2014	Engineering and Facilities Satellite Storage and Inventory Review - focus on work order process and inventory levels	Internal - MUHA Six Sigma with Engineering and Facilities Subject Matter Experts	N/A	N/A absorbed	Finding identified zones are stocking excessive inventory and \$17K monthly reduction identified	Reduced inventory levels
MUSC	Feb 2013	GCA Reporting Process - review of reporting process in order to streamline and make uniform the financial reporting process.	Internal - Director, Sponsored Program Reporting Manager and GCA Financial Reporting Staff	N/A	N/A absorbed	Improvements recommended to processes that are anticipated to produce efficiencies	Process improvements implemented, not quantified.
MUSC	Mar 2014	Incoming Resident Parking Registration - streamline and automate process for registering incoming med residents and badge activation	Internal - MUHA Six Sigma with department subject matter experts	N/A	N/A absorbed	Improvements recommended to processes that are anticipated to produce efficiencies	Process improvements implemented, not quantified.
MUSC	anticipated by Dec 2015	Laboratory Recycling - review of current recycling efforts in campus labs to enhance cost savings and improve efficiencies	Internal - MUHA Six Sigma with Engineering and Facilities Subject Matter Experts	N/A	N/A absorbed	Identified recycling activities not fully captured which could result in \$55K savings per year	In process, to date at least \$4K per year being realized with additional bins being added
MUSC	Jul 2013	Mail Processing Efficiency Project - review processing of internal and external campus mail delivery	Internal - MUHA Six Sigma with department subject matter experts	N/A	N/A	Improvements recommended to processes that are anticipated to produce efficiencies	Implemented practices resulting in reduced staff time for mail sorting activities (33% for FTE sorting; overall sorting activity time decreased by 144 minutes per day)

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Citadel	Dec 2009	Energy Performance Contract	External	Ameresco	\$0 included in performance contract. Guarantee of more than \$600K annually	Guarantee of more than \$600K annually	In aggregate reported \$644K in annual savings.
Coastal Carolina	Apr 2010	Cost Savings Proposals for FY 2010-11 Budget - various proposals relating to utilities, purchasing, administrative functions, personnel, travel	Internal - Senior Exec Staff - President, Provost, COO, CFO, VP Fin Admin	N/A	Trustees requested administration reduce operating expense by \$4 million	Various recommendations identified.	Implementation of various recommendations (e.g. staffing, structure, energy savings, travel) in aggregate resulted in \$4M in reported annual savings.
Coastal Carolina	Apr 2011	Cost Savings Proposals for FY 2011-12 Budget - various primarily relating to personnel/staffing recommendations	Internal - Senior Exec Staff - President, Provost, COO, CFO	N/A	Trustees directed continued review of budget for operating efficiencies	Various recommendations identified relating to staffing.	Implementation of various recommendations in aggregate resulted in \$1M in reported annual savings.
Coastal Carolina	Apr 2008	Review to assist Board in assessing condition of the University, assist with agenda for strategic planning, and recommendations to ensure more effective governance.	External	James L. Fisher, Ltd	\$77,718	Review conducted to identify matters relative to efficiency, effectiveness and accountability and not to determine cost or savings. Due to scope and bearing on future related activities, institution included the study in this report.	Reported implementing the recommendations that were made.
College of Charleston	July 2014	IT Security Review / Audit	External	General Dynamics Fidelis Cyber Security	\$62,000	Value not assigned - audit relates to security of data. Institution reports Action Plan was put in place	Value not assigned - audit relates to security of data. Institution reports Action Plan was put in place
College of Charleston	Pending - report was delivered by company in June 2014 and final review/comments underway	IT Governance and Management Security Scorecard - Assessment of IT profile relative to NIST standards	External	Info-Tech Research Group International	\$58,117	Value not assigned - audit relates to security of data.	N/A - In process
College of Charleston	Nov 2013	Review of effectiveness and efficiency of public safety department and physical security posture	External	Sanding Stone Consulting	\$81,664	Indicated that most items will produce cost not savings. Implementation in progress	Implementation in progress - anticipate future cost savings with improved physical security.

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College of Charleston	Oct 2012	IT Operational Improvement - report to obtain guidance leading to strategic and operational improvement of IT system	External	Huron	\$69,000	Reported recommendations in progress, cost/savings pending/or unknown.	Pending/ unknown
Francis Marion	Feb 2008	Administration Department Review - Review, define and possibly advise restructuring of main groups reporting to VP of Administration which include HR, Campus Technology, Inventory, Payroll and Telecommunications	External	Haygroup	\$7,795	Various recommendations for efficiencies and savings.	Implemented recommendations except one relating to adopting a particular software which the University reported it was determined not to have a cost benefit. Realized efficiencies and savings; not all possible to quantify. Net annual savings of \$16.4K reported.
Lander	N/A - No studies reported	N/A	N/A	N/A	N/A	N/A	N/A
Winthrop	Periodic Internal completed in 2003, 2004 and 2008	Focused cost management reviews of physical plant operations - conducted in light of increased energy and maintenance costs as new facilities were added	Internal - institutional personnel in purchasing, risk management and facilities	N/A	N/A	Identified various savings of which approximately \$709K in annual savings quantified	Realized cost savings and other efficiencies, in aggregate quantified approximately \$739K. Other savings reported but not easily quantified
Winthrop	2010	Readiness Winthrop - Department heads asked to study costs in areas and make recommendations to improve efficiencies	Internal - President, VP Finance & Bus, VP Academic Affairs, VP Student Life	N/A	N/A	Identified potential of various savings related to mail services, student health services, printing and operations.	Various savings and efficiencies reported; not all quantified; reported annual savings of around \$40K and \$211K in other savings.