

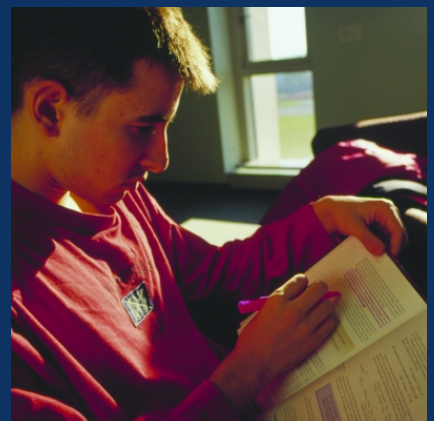
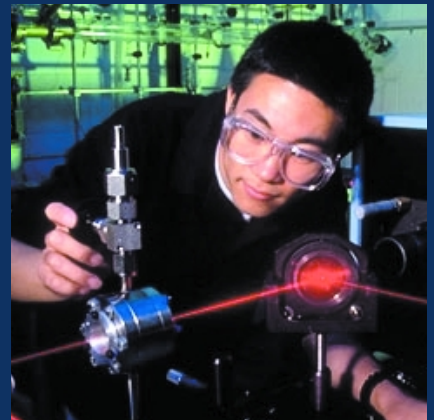


THE STATE UNIVERSITY *of* NEW YORK

BEST PRACTICES

*Efficient and effective ways
of enhancing SUNY*

*A catalog of
productivity and
cost avoidance initiatives
employed by The
State University
of New York*



EXECUTIVE SUMMARY

As part of the Task Force on Efficiency and Effectiveness, Chancellor King asked campus presidents to provide initiatives they believe they carry out better than any other campus, along with those innovative ideas that have saved or avoided spending resources. These “Best Practices” have been cataloged by campus and by category of campus activity.

The “Best Practices” reported in this document have resulted in significant savings throughout SUNY and, when shared with other campuses, have the potential to realize even greater savings within the system. To date, 130 initiatives have been received totaling over \$7.5 million.

In addition to listing each campus by name, the document also lists the person responsible for the innovative idea, along with a contact phone number to make it easier to share details of the initiatives.

This document will be updated quarterly, and new initiatives should be sent to the attention of Vice Chancellor and Chief of Staff, Dr. Betty Capaldi. While input is welcome anytime, the next deadline for campus submission is **March 15, 2004**.

TABLE OF CONTENTS

<u>SECTION</u>		<u>PAGE</u>
I	Program List (Alphabetical by Campus)	1
II	Program List (Alphabetical by Category with Cross to Campus)	8
III	Program Descriptions (Alphabetical by Category)	14

SECTION I
PROGRAM LIST
(ALPHABETICAL BY CAMPUS)

ADIRONDACK CC

ALBANY

Procurement Card
Supplies from Staples
Parking Registration by Mail
Collaborative Staff Training with DOL
E-signature Process

ALFRED STATE

Federal Quality Assurance Program
Web Processing of Financial Aid
Business Reply Envelope
Target Statistical Analysis

ALFRED UNIVERSITY - CERAMICS

BINGHAMTON

BROCKPORT

Laser Printer Checks
Batch Production of Student Refunds
Student Acceptance of Financial Responsibility
Consolidated Billing and Collection
Billing Template
Release of Holds
Automated Late Fees
Trial Balance Information
Access to Student Accounts
Online Receipts
Web-based Credit Card Payments
Accident Prevention
Energy Conservation

BROCKPORT (continued)

Mailroom Procedures
Zone Maintenance
Reduction in Energy Consumption
Road Paving
Energy Savings Shutdown
Online Exit Interview
Web-based Student Inquiries
Multi-campus Department Training
Personal Cellphone Contracts
Creative Staffing
Retention Practice
Student Ambassadors
Use of BOCES for Admission Tasks
Hazardous Waste Consortium

BUFFALO STATE

BUFFALO, UNIVERSITY AT

In-house Training for Grant Management
Research Guide for New Faculty
Faculty Links to Funding Opportunities
Animal Research Facility Management
Job Opportunity Program
Hand-held Inventory Scanner
Web-based Grading Management
Individual Faculty Budget Accounts
Integrated Computer Access Control
Human Subjects Protection Software
Web-based Parking Registration

CANTON

Table Ten Advertising
Course Consolidation
Student Employee at Help Desk

CAYUGA CC

CLINTON CC

COBLESKILL

COLUMBIA-GREEN CC

CORNELL CONTRACT COLLEGES

CORNING CC

Vacancy Control

CORTLAND

Energy Savings Program

Recycling Program

Electric Cars

Term Contractors

Web-Registration

Web-based Courses During Winter Session

Library Consortium Participation

DELHI

Private Ambulance Service

Shared Graphics Artist

NYSERDA Energy Program

DOWNSTATE HSC

DUTCHESS CC

EMPIRE STATE

Web-based Academic Support Services

Online Student Financial Services

Geothermal HVAC

Video Conferencing

Web & CD based New Employee Orientation

ESF

Energy Conservation

Electronic Annual Report

Recycling Toner Cartridges

Web Donation

Surplus Vehicles

Recycled Paint

ERIE CC

Grant Operations Committee
Standardized Student Readmission Procedure

FARMINGDALE

FASHION INSTITUTE

FINGER LAKES CC

FREDONIA

FULTON-MONTGOMERY CC

GENESEE CC

Staff Development Team

GENESE0

Gen-1 Custodial Program
Charging for Non-essential Facilities Services
Regulatory Communication Program
Waste Management Procedures

HUDSON VALLEY CC

Cogeneration
Computerized Maintenance Management
Financed Purchase of PC's

JAMESTOWN CC

JEFFERSON CC

MARITIME

MOHAWK VALLEY CC

MONROE CC

Online Daily Newspaper
New Faculty Orientation Program
E-Print Reports
Scanned Documentation
Procurement Charge Card

MORRISVILLE

Housing of Student Athletes

NASSAU CC

Student Volunteers
In-house Analysis of IPEDS
Work Study Students
Automated Student Tracking
Perkins Grant to Support Recruitment
Waste Management
Computerized Chemical Inventory

NEW PALTZ

E-mail Communications with Students

NIAGARA CC

NORTH COUNTRY CC

OLD WESTBURY

Renegotiated Satalite TV Contract
Reduced Telecommunications Costs
Out-sourced Psychiatric Evaluations
Refurbished Dormitory Furniture
Student Safety Aids
Installing Latest Technology

ONEONTA

Use of Commercial Vendor
Cash/Card Free Laundry Machines
Student Callers

ONONDAGA CC

Calling Students about to be Deregistered
Automated TAP Certification
Degree Audit

OPTOMETRY

Common Accreditation Site Visits
Online Catalog
Out Sourced HIPPA Training
Reduction in Energy Utilization

ORANGE CC

OSWEGO

Relocation of Student Accounting Personnel
Electronic Payment
Procurement Card
State Contracts
Capital Planning Committee

PLATTSBURGH

Email Notices to Students
Hourly Counselors

POTSDAM

Winter Mini-Semester
Offset Print Service for 4 Colleges
Multi-campus Solid Waste Contract
Produce from Local Farmers
Automated Donor Mailing

PURCHASE

Use of Document Scanners
Planting Low Maintenance Vegetation

ROCKLAND

Analysis of Job Efficiency

SCHENECTADY COUNTY CC

Electronic Newsletter

STONY BROOK

Automated Housing Management
Web-based Student Handbook
Internship Program
Elevator Maintenance
Part-time Cleaners
Relamping
Use of Work-Study Students
Internship

SUFFOLK CC

Web-based RFP's

SULLIVAN COUNTY CC

Geothermal Heat System

TOMPKINS CORTLAND CC

Online Services for Students

ULSTER CC

UPSTATE HSC

UTICA-ROME

WESTCHESTER CC

SECTION II

PROGRAM LIST

(ALPHABETICAL BY CATEGORY WITH CROSS REFERENCE TO ACTIVITY)

ACADEMIC AFFAIRS

Retention Practice	Brockport
Online Academic Support Services	Empire State College
Grants Operations Committee	Erie CC
Internet Academy	Herkimer County CC
New Faculty Orientation Program	Monroe CC
Common Accreditation Site Visits	Optometry
Hourly Counselors	Plattsburgh
Web-based Grading Management	University at Buffalo

ACADEMIC DEPARTMENTS

Course Consolidation	Canton
Use of Online Courses during Winter Session	Cortland
Student Volunteers	Nassau CC
Perkins Grant to Support Recruitment	Nassau CC
Waste Management	Nassau CC
Computerized Chemical Inventory	Nassau CC
Animal Research Facility Management	University at Buffalo

ADMISSIONS

Target Statistical Analysis	Alfred State
Student Ambassadors	Brockport
Use of BOCES for Admission Tasks	Brockport

BURSAR

Laser Printer Checks	Brockport
Batch Production of Student Refunds	Brockport
Student Acceptance of Financial Responsibility	Brockport
Consolidated Billing and Collection	Brockport
Billing Template	Brockport
Release of Holds	Brockport
Automated Late Fees	Brockport
Trial Balance Information	Brockport
Access to Student Accounts	Brockport
Online Receipts	Brockport
Web-based Credit Card Payments	Brockport

BURSAR (continued)

Online Student Financial Services	Empire State College
Calling Students about to be Deregistered	Onondaga CC
Automated TAP Certification	Onondaga CC
Degree Audit	Onondaga CC
Relocation of Student Accounting Personnel	Oswego
Electronic Payment	Oswego
Email Notices to Students	Plattsburgh

BUSINESS AND FINANCE

Procurement Card	Albany
Procurement Charge Card	Monroe CC
Work Study Students	Nassau CC
Renegotiated Satalite TV Contract	Old Westbury
Reduced Telecommunication Costs	Old Westbury
Winter Mini-Semester	Potsdam
Improvement to RFP Process	Suffolk CC
Administrative Business Website	University at Buffalo
Individual Faculty Budget Accounts	University at Buffalo

CAMPUS RECREATION

Internship	Stony Brook
Use of Work-Study Students	Stony Brook

CAREER CENTER

Internship Program	Stony Brook
Job Opportunity Program	University at Buffalo

COMPUTER AND INFORMATION TECHNOLOGY SERVICES

Personal Cellphone Contracts	Brockport
Student Employee at Help Desk	Canton
Telecommuting for Employees	Empire State College
Computer Based College Orientation	Empire State College
Financed Purchase of PC's	Hudson Valley CC
Thin Client Computing	Jamestown CC
E-Print Reports	Monroe CC
Scanned Documentation	Monroe CC
Automated Student Tracking	Nassau CC
E-mail Communication with Students	New Paltz
Installing Latest Technology	Old Westbury
Hand-held Inventory Scanner	University at Buffalo
Integrated Computer Access Control	University at Buffalo

CONTINUING EDUCATION / EXTENTION STUDIES

Table Ten Advertising	Canton
Email Newsletter	Schenectady County CC
Electronic Newsletter	Schenectady County CC

DEVELOPMENT AND ADVANCEMENT

Web Donation	ESF
In-house Graphic Design and Printing	Old Westbury
Automated Donor Mailing	Potsdam

DINING SERVICES

Produce from Local Farmers	Potsdam
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ENVIRONMENTAL HEALTH AND SAFETY

Accident Prevention	Brockport
Hazardous Waste Consortium	Brockport
Regulatory Communication Program	Geneseo
Waste Management Procedures	Geneseo

FACILITIES

Energy Conservation	Brockport
Elevator Mantainence	Stony Brook
Mailroom Procedures	Brockport
Zone Maintenance	Brockport
Reduction in Energy Consumption	Brockport
Road Paving	Brockport
Energy Savings Shutdown	Brockport
Energy Savings Program	Cortland
Recycling Program	Cortland
Electric Car Program	Cortland
Term Contractors Program	Cortland
NYSERDA Energy Program	Delhi
Geo-thermal HVAC System	Empire State College
Non-essential Work Order Charges	Geneseo
GEN-1 Custodial Program	Geneseo
Cash/Card Free Laundry Machines	Oneonta
Reduction in Energy Utilization	Optometry
Offset Print Service for 4 Colleges	Potsdam
Planting Low Maintenance Vegetation	Purchase

FINANCIAL AID

E-signature Process	Albany
Federal Quality Assurance Program	Alfred State
Web Processing of Financial Aid	Alfred State
Business Reply Envelope	Alfred State
Online Exit Interview	Brockport
Web-based Student Inquiries	Brockport

GENERAL ADMINISTRATION

Capital Planning Committee	Oswego
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GENERAL SERVICES

Shared Graphics Artist	Delhi
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HOUSEKEEPING

Analysis of Job Efficiency	Rockland
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HUMAN RESOURCES

Collaborative Staff Training with DOL	Albany
Multi-campus Department Training	Brockport
Vacancy Control	Corning CC
Staff Development Team	Genesee CC

INSTITUTIONAL RESEARCH

In-house Analysis of IPEDS	Nassau CC
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LIBRARY

Library Consortium Participation	Cortland
Thin-client Computer System	Nassau CC

MAIL ROOM

Use of Commercial Vendor	Oneonta
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PARKING / MASS TRANSIT SERVICES

Parking Registration by Mail	Albany
Web-based Parking Registration	University at Buffalo

PHYSICAL PLANT

Energy Conservation	ESF
Recycling Toner Cartridges	ESF
Surplus Vehicles	ESF
Recycled Paint	ESF
Cogeneration	Hudson Valley CC
Computerized Maintenance Management	Hudson Valley CC
Multi-campus Solid Waste Contract	Potsdam
Geothermal Heat System	Sullivan County CC

PUBLIC AFFAIRS / PUBLIC RELATIONS

Electronic Annual Report	ESF
Online Daily Newspaper	Monroe CC
Out-sourcing Media Buying	Old Westbury

PURCHASING

Supplies from Staples	Albany
Procurement Card	Oswego
State Contracts	Oswego
Use of Document Scanners	Purchase

REGISTRAR

Web-based Registratio System	Cortland
Online Catalog	Optometry
Online Services for Students	Tompkins Cortland CC

RESEARCH

In-house Training for Grant Management	University at Buffalo
Research Guide for New Faculty	University at Buffalo
Faculty Links to Funding Opportunities	University at Buffalo
Human Subjects Protection Software	University at Buffalo

RESIDENCE HALLS

Housing of Student Athletes	Morrisville
Refurbished Dormitory Furniture	Old Westbury
Web-based Student Handbook	Stony Brook
Automated Housing Management	Stony Brook
Part-time Cleaners	Stony Brook
Relamping	Stony Brook

STUDENT HEALTH / COUNSELING

Creative Staffing
Private Ambulance Service
Out-sourced Psychiatric Evaluations
Out Sourced HIPPA Training

Brockport
Delhi
Old Westbury
Optometry

TELECOMMUNICATIONS

Student Callers

Oneonta

UNIVERSITY POLICE

Student Safety Aid

Old Westbury

SECTION III

PROGRAM DESCRIPTION

(ALPHABETICAL BY CATEGORY)

ACADEMIC AFFAIRS

- **Internet Academy** - Faculty members are provided with financial incentives to develop Internet based courses. These course have higher than average class sizes, making them more productive. Additionally, the cost of providing space for these courses is eliminated.

Savings: Increased tuition revenue while not requiring class room space.

Herkimer County CC, Linda Lamb,

- **Retention Practice** - Retention initiatives for a coordinated first year include: Block scheduling, Probation program for first-year students, Peer mentoring program, Early Warning System, Web site for first-year success, Newsletter for faculty of first-year students, Marketing of first-year program, Measurement and prediction regarding cohort

Savings: \$400,000 (40 more students retained annually with at a retention rate of 77% than at a rate of 73%, the retention rate when the Office of Student Retention was created and these initiatives were taken)

Brockport, Marcy Esler, (585) 395-5346

- **Grants Operations Comittee** - All grant administration is handled by a single accountant. Consistent monitoring of grants has led to expedi

Savings: Timely termination of grant funded employees.

Erie CC, Anita S. Kaplan, (716) 851-1500

ACADEMIC AFFAIRS (Continued)

- **New Faculty Orientation Program** - MCC is experiencing growth in student enrollment and the “aging out” of senior faculty. As a result of this combination of factors, 39% of our teaching faculty is in the first three years of service to the College. They are in a formative, probationary period. Academic and administrative departments are largely responsible for the acculturation and development of new members within their departments. As a large, multi-campus, multi-site institution, the overall collegial fabric of our institution demands attention and deserves investment. The program is a two-year, mandatory professional development opportunity for newly hired academic faculty and staff. In the first year, our Teaching and Creativity Center has designed approximately ten sessions which focus on teaching issues such as course information sheets, plagiarism, use of technology, understanding strategies to enhance classroom civility, student grievances, campus learning center resources, etc. During the second year, a one-semester internal course introduces these new employees to the depth and breadth of the community college enterprise. Senior administrators (President, Vice President, Academic Services, Vice President, Student Services, etc.) discuss the complexities of leading a comprehensive and innovative institution. The Associate Vice President of Enrollment Management discusses the data that exists on students, programs, campuses, etc. A panel of senior faculty discusses the challenges and satisfactions of a long career at the institution. Enrollees visit classes outside their academic department, division and/or campus. Enrollees interview the administrator of their choice to learn about activities often not seen or understood. Separately, there are semester meetings scheduled with each hiring cohort and the Academic Vice President to discuss whatever items the attendees choose. For example, faculty in their fourth year of service tends to ask questions different from faculty in their first year of service. The goal is “fabric” building across the departments and campuses while addressing rumors or departmental policy differences.

Savings: Increased retention of new faculty and reduced recruitment cost.

Monroe CC, Janet J. Glocker, 585.292.2191

- **Hourly Counselors** - Online registration

Savings: Uncertain

Plattsburgh, Susan Steele, 518 564-2100 or toll free 1 800 570-1634

ACADEMIC AFFAIRS (Continued)

- **Online Academic Support Services** - The college replaced 10 quarter-time tutors with web-based services. Services placed online included a research library, writing resource center and mathematics resource library.

Savings: \$137,500 per year

Empire State College, Mary Caroline Powers, (518) 587-2100 ext. 317

- **Web-based Grading Management** - A group of School of Management faculty needed a way to maintain a sole repository of assignment and test grades for the students enrolled in their courses, especially those with one or multiple graders. As a result, we developed a Web-based application that tracks all the grades associated with each student. This removed the issue of where the grade information would be maintained as well as how the graders could update the data. The Web application is pre-loaded with the appropriate course information and students that are enrolled in the courses. The course TAs/graders are identified and given the appropriate permissions with regard to which course section(s) they are allowed to access. In addition to maintaining a single repository of grades, once they log in and are authenticated, the students enrolled in the courses are able to view only their own grades. The students, faculty, and graders interact with the Web application in a secure (encrypted) environment.

Savings: The savings are measured in security of posting grades for students and the security of maintaining a repository of grades that is backed up on a nightly basis. In addition, utilizing one repository for grades reduces errors.

University at Buffalo, Dave Costello, (716) 645-3210

ACADEMIC DEPARTMENTS

- **Course Consolidation** - Consolidated course between Mechanical and Air Conditioning Technology programs. Also consolidated courses between Civil and Construction Technology programs. These programs then qualified to be called “closely-related programs” per ABET, accreditation agency. As a result, we did not hire two additional faculty to keep our accreditation. Also, we assigned more lab teaching responsibilities to our existing ISA’s and freed a full-time faculty to be fully responsible for the Technology Management: Facilities Operation, bachelor of technology degree program, as required by SUNY. Therefore, we did not hire a new full-time faculty for this position.

Savings: Equivalent of three full-time faculty salaries – Approximately \$160,000 including benefits

Canton, Emin Turker, (315) 386-7411

ACADEMIC DEPARTMENTS (Continued)

- **Student Volunteers** - The Department has historically requested neither College reimbursement for faculty who sponsor class-allied clubs' (e.g. African Culture & History Club) trips and performances nor travel for accompanying students to events.

Savings: Estimated savings each year are \$150-\$400.

Nassau CC, Kenneth V. Jenkins, (516)-572-7157

- **Waste Management** - Chemical Substitution – A Departmental-Wide program for the elimination of more toxic and costly chemicals for others which are cheaper to purchase and dispose. Chemistry 151-152 Program – New procedures reducing chemical quantities by almost 50% overall. Waste Management Program Chemistry 151-152 Program – Waste Management Guidelines to provide an environmentally sensitive plan for waste reduction.

Savings: Approximately \$2000- \$4000

Nassau CC, Douglas S. Cody, (516)-572-7986

- **Perkins Grant to Support Recruitment** - Received award of Perkins Grant for recruitment and advertisement of Paralegal Program to attract more students, particularly males. We have saved funds, which would have been spent for publicizing the Program to the potential student population.

Savings: Estimate of \$500- \$1,000

Nassau CC, Joan Alexander, (516)- 572-7626

- **Animal Research Facility Management** - A. Implementation of an Animal Research Facility Management software package by The name of Granite from Topaz Technologies which saves time and reduces paperwork. B. Development and Implementation of a Web page to provide information and assist principal investigators in project development and the grant application process. C. “Doing More with Less” Have eliminated one layer of supervision by reassigning Responsibilities to other employees.

Savings: \$ 50,000 – 100,000

University at Buffalo, Jorge Velasco, 716-829-2919

- **Use of Online Courses during Winter Session** - The College offered two online courses which saved facilities use during the winter session.

Savings: \$5,000

Cortland, Yvonne Muranne, (607) 753-4800

ADMISSIONS

- **Student Ambassadors** - Student Ambassadors. We implemented a “Student Ambassador” program in Undergraduate Admissions, which promotes and encourages student involvement in all aspects of student recruitment. Students earn college credit and gain insight into career opportunities in Higher Education while obtaining professional experience. This program has allowed us to reduce the number of paid students.

Savings: \$5,000

Brockport, Robyn Reville, (585) 395-2751

- **Target Statistical Analysis** - Contracted with Target Marketing, Inc. to perform a "Target Statistical Analysis". This analysis provided the college with the means to identify and code which inquiring students are most likely to enroll. As a result, only those most likely to enroll are sent a complete series of mailings. Those least likely to enroll, only receive a few mailings, which has reduced postage and printing costs.

Savings: \$20,000

Alfred State, Deborah J. Goodrich, 607-587-4215

- **Release of Holds** - Automated Establishment and Release of Holds. A local software program was written to work with the Banner Student Information System to analyze student account charges to determine if they have been billed and are overdue. Holds are placed on the student’s records by this process. The same process also removes holds on students’ records based upon the charges being paid.

Savings: \$4,050

Brockport, James E. Vetuskey, 585-395-2473

BURSAR

- **Laser Printer Checks** - One-Step Laser Printed Checks with Signature. Refund checks are printed on a laser printer using a MICR toner cartridge. The checks are printed on blank safety paper and contain all information including signature. This is accomplished using Banner Student Information System processes in combination with E-Visions software. The E-Visions software provides for creation of the check template and signature. It also provides the ability to extract information from the Banner database.

Savings: Estimated annual savings - \$2,265

Brockport, James E. Vetuskey, 585-395-2473

BURSAR (Continued)

- **Batch Production of Student Refunds** - Batch Production of Student Refund Checks. Checks for students representing refund transactions for financial aid and other refunds are produced in a batch mode versus individually key stroking information to produce a check. The Banner Student Information System processes are used to accomplish this.

Savings: Estimated annual savings - \$7,500

Brockport, James E. Vetuskey, 585-395-2473

- **Student Acceptance of Financial Responsibility** - Affirming Enrollment and Accepting Financial Responsibility via the Web. The definition of an “enrolled student” was changed from a student that has selected courses and made payment to a student that has selected courses and affirmed enrollment and accepted financial responsibility. Instead of having to make a payment to lock in a course schedule and be an enrolled student, students now lock in their course schedules by affirming enrollment and accepting financial responsibility. The affirming process is done only by the student and is performed on the Web as part of the course registration process. Students must login using their student ID number and PIN. In order to avoid financial responsibility, students must drop courses in accordance with established procedures and policies.

Savings: Estimated annual savings - \$4,500

Brockport, James E. Vetuskey, 585-395-2473

- **Automated TAP Certification** - The Bursars Office is responsible for the certification of New York State TAP awards each semester. This process involves numerous certification requirements for each student that varies from student to student depending on the number of TAP awards the student has received. In past years this process has been very manual and required 10 to 15 weeks to complete. For the Fall 2003 semester, the Bursars Office in conjunction with the Information Technology Department worked to develop new processes that would automate and streamline the certification process.

Savings: Increases Customer Satisfaction, benefits students directly by decreasing the time required to issue TAP awards.

Onondaga CC, William Emm, 315-498-2537

BURSAR (Continued)

- **Calling Students about to be Deregistered** - Every semester the college de-registers any student who has not paid or deferred their tuition and fee. A few years ago we implemented a process where the college makes an effort to call every student who is in danger of being de-registered each semester prior to the actual de-registration date. The Bursar's Office initiates this process by producing a list of students which is then forwarded to the Academic Departments for the phone calls. The Bursars Office then responds accordingly to the student responses and payments.

Savings: Increased retention of students and therefore campus revenue.

Onondaga CC, William Emm, 315-498-2537

- **Electronic Payment** - New banking RFP implemented in 2001-02 with lockbox capability that provided electronic payment FTP file and sorting of all other mail off-site; by 2002-03 Touchnet permitted secure credit card payments via web; "static Banner" replaced with "real-time Banner"; e-checks now being processed.

Savings: Major savings in staff time and salary costs in Student Accounts. Overtime of one employee declined from 400 hours before implementation to 12 hours after. A day's work for one employee manually uploading payments could be accomplished in 10 minutes. Mail volume declined 95 per cent; student congestion in hallways virtually disappeared. Major productivity gain in all areas with fewer errors.

Oswego, Christine McCullough, 315-312-3651

- **Degree Audit** - Degree audit is used to facilitate the advisement process by providing to students, advisors and staff an up to date record of student progress towards a degree and the courses still required to graduate in a timely manner.

Savings: Degree audit saves students money and helps to eliminate College advisement error.

Onondaga CC, Shari Piotrowski, 315-498-2532

- **Relocation of Student Accounting Personnel** - Employees that were involved in Uniform Revenue Accounting, bank reconciliations, revenue analysis and projection, and Banner updates were relocated in 2001-02 from Student Accounting to another office. Banking practices and Banner modules were updated to reduce workload in both offices (see related Best Practices). Job descriptions and internal controls were thoroughly updated.

Savings: Enabled redeployment of FTE in Student Accounting through reassignment and eventual attrition; major savings in overtime pay required to meet deadlines; reduction in errors, and staff time devoted to finding/correcting errors.

Oswego, Christine McCullough, 315-312-3651

BURSAR (Continued)

- **Email Notices to Students** - Began using e-mail for broadcast correspondence to students as well as to targeted student populations to notify them of unprocessed invoices and delinquent balances due. This approach has allowed faster communication to students which, in turn, causes faster processing and payment from students.

Savings: Uncertain

Plattsburgh, Gregory B. Withrow, 518 564-3120 or toll free 1 800 360-8365

- **Trial Balance Information** - Electronic Reporting of Trial Balance Information. Software developed by the SUNY SICAS Center has been implemented to report trial balance information to SUNY System Administration.

Savings: \$350

Brockport, Donna Martell, 585-395-5860

- **Access to Student Accounts** - Student Account Information via the Web. Using the Banner Student Information System and SCT Web products, access to student account information is made available over the Web. In order to access, the student must logon using their student ID and PIN.

Savings: \$1500

Brockport, James E. Vetuskey, 585-395-5860

- **Online Receipts** - Print Receipts for In-person Transactions Only. Receipt information is stored in the Banner Student Information System. Receipts can be printed/reprinted at any time. Since payment information and transactions are traceable within the Banner Student Information System, hard copy receipts are not needed for cross-reference purposes.

Savings: Estimated annual savings - \$1,860

Brockport, James E. Vetuskey, 585-395-2473

BURSAR (Continued)

- **Web-based Credit Card Payments** - Web-based payments – Credit Cards and e-Checks. Implement web-based payments for customers to enter their own payment transactions for credit cards and e-checks. Software to implement includes Banner Web for product and Oracle – IPayment. Additional modification includes implementation of Oracle financials and development of web forms for e-check transactions. File transfer and reporting programs were also developed.

Savings: \$22,800

Brockport, James E. Vetuskey, 585-395-2473

- **Billing Template** - . E-Visions Form Fusion software is used to create billing template that is laser printed on blank letterhead. The need for pre-printed billing forms is eliminated.

Savings: \$3,600

Brockport, James E. Vetuskey, 585-395-2473

BUSINESS AFFAIRS, FINANCE AND PURCHASING

- **Supplies from Staples** - The University purchases office supplies from Staples, the national office products company, per an existing OGS term contract. Staples provides the ability for their customers to order online rather than submit hard copy purchase orders. Beginning with a small pilot group in November 2002 and growing to 230 users presently, campus offices and departments now order their own office supplies online. As with the use of Procurement Cards, end user online ordering of office supplies speeds up the purchase of small dollar items, reduces workload in the Purchasing Office, reduces the number of purchase orders issued and vouchers processed, and puts greater, but controlled, authority in the hands of end-users. Over the next couple of months, all schools, offices and departments, for both State and Research Foundation purchase of office supplies, will be required to order online in this manner.

Savings: Cost avoidance. Allows campus to maintain reduced staffing levels in Purchasing and Accounting offices

Albany, Ed Kane, 518-437-4570

BUSINESS AFFAIRS, FINANCE AND PURCHASING (Continued)

- **Procurement Charge Card** - A procurement charge card program was designed with a three-fold purpose: Provide the purchasing staff with an alternative method for acquiring goods and services; Provide an emergency procurement vehicle for specific departments that may need goods or services outside of traditional College business hours to meet emergency needs of the campus community; and Streamline the purchasing and payment process for small dollar, high volume purchasing administered by the Purchasing Department.

Savings: Since inception we have processed approximately 900 transactions on the corporate card program. Total dollar value is approximately \$225,000. Approximately 44 transactions per month are processed with an average dollar value of \$250.

Monroe CC, Patrick Bates, 585.292.2820

- **State Contracts** - Purchasing receives 20-30 email notifications daily via OGS regarding State contracts, and filters them so that the campus community receives only truly important notices. Use of said contracts is encouraged. When Purchasing receives requisitions, it verifies the State Contract and check prices. Purchasing also strongly encourages campus use of web-purchased office supplies through the state contracts with Staples/Link and Boise Cascade.

Savings: Through use of contracts, we have documented large savings percentages (50% or more) on small dollar purchases, saved departmental staff time, and directed approximately \$250,000 dollars worth of office supply items to a cost effective, safe, easy procurement resource

Oswego, Mark Cole, 315-312-3627

- **Reduced Telecommunication Costs** - Reduced telecommunication costs for renegotiating local and long distance rates. Phone bills were analyzed for misuse and overcharges.

Savings: \$64,800

Old Westbury, Arthur August,

- **Procurement Card** - The SUNY-wide program was instituted in 1996-97 at Oswego with approximately 25 cards. We have aggressively promoted the card since then.

Savings: Purchase requisitions cost processing time at the department level, keyboarding time at the Purchasing level, and more at the account payable and central receiving level. Our purchasing, accounts payable and receiving staff would probably be doubled if there was no card program.

Oswego, Mark Cole, 315-312-3627

BUSINESS AFFAIRS, FINANCE AND PURCHASING (Continued)

- **Procurement Card** - Until now, the Procurement Card program at UAlbany has been expanded in a very targeted and strategic manner to meet internal controls objectives and desired programmatic outcomes. There are 67 cards currently in use, through which an average of \$250,000 is transacted monthly. In most instances the maximum per transaction limit is set at \$1,000. By any measure, the Procurement Card is a big success. It has expedited the purchase of small dollar items, reduced workload in the Purchasing Office by cutting the number of purchase orders issued and vouchers processed, and has put greater, but controlled, authority in the hands of end-users. Effective August 14, 2003, the per transaction limit for existing cards will be increased to \$1,499. Further, over the next five months the program will be rolled out to all schools, offices and departments with the effect that by 12/31/03 all eligible purchases up to \$1,499 will have to be made via a Procurement Card. When fully implemented, this initiative will reduce the approximately 21,500 vouchers processed per year (for items below \$1,500) to a single campus-wide monthly voucher for the Procurement cards.

Savings: Cost avoidance. Allows campus to maintain reduced staffing levels in Purchasing and Accounting offices.

Albany, Dave Mason, 518-442-3195

- **Use of Document Scanners** - Purchasing/Accounts payable and receiving departments have implemented the use of document scanners and now attach as a Word or Excel document to all correspondence via email. For long distance fax numbers, this will also save telephone charges. Paper, other supplies, and timesavings are also advantages. We have established several agreements with companies that refill our printer ink Jet cartridges at less than half the cost of a new cartridge. We have eliminated the use of costly NCR made forms. They have been posted as PDF forms and are employed by electronic transfer or direct print on to standard printer paper. (time sheets, deposit forms, room assignment, property control transfer forms. etc. The receiving department also saves, recycles and receives credit for used wooden shipping skids. This reduces dimensional weight as well as cuts back on the number of refuse containers required.

Savings: \$10,560

Purchase, Nikolaus Lentner, (914)251-6070

- **Renegotiated Satalite TV Contract** - Renegotiated terms and rates in satalite TV contract instead of paying contracted price, while getting more services.

Savings: \$63,500 over five years

Old Westbury, Carol Cava

BUSINESS AFFAIRS, FINANCE AND PURCHASING (Continued)

- **Winter Mini-Semester** - SUNY Potsdam transitioned from a non-revenue generating Winter course offering structure (the cost of winter courses integrated with spring semester costs) to implementation of a revenue generating Winter mini-semester. This process included aligning Winter revenues with expenditures (direct and indirect expenses). The basis action involved a significant policy change.

Savings: \$200,000

Postdam, Mike Lewis, (315) 267-2146

- **Work Study Students** - Use of work-study students in place of student aids in office.

Savings: \$4,000

Nassau CC, Lynn Mazzola, (516)-572-7544

- **Individual Faculty Budget Accounts** - Prior to 1991, the system utilized by the School of Management to handle all purchasing and travel requests required internal clients to submit requests to a central approval process before executing any transaction. This system was slow, inconsistent and fostered uncertainty about allowable expenses. There also was uneven distribution of resources as those asking early and often tended to consume more of the available resource than others. In some cases, valuable and important activities went unfunded due to end of the year budget constraints. Another concern was the difficulty of controlling some expenses that were processed centrally (phone usage, copying, postage). These types of expenses were spiraling out of control because there was no attribution to the user. In 1991, the School of Management initiated an Internal Budget Account (IBA) system whereby each faculty and staff office was granted an annual budget to support their professional activities. The several objectives of this system include: Reduce the overall OTPS expenditures; Allow faculty and staff greater discretion on decisions that impact their professional activities; Reduce the time and cost of processing and approving purchase and travel requests. Initially in 1991, the total IBA allocations were set at 80% of the previous years' OTPS expenditures. The first year experience was satisfactory to the point that no adjustment to IBAs was necessary and so the School of Management accomplished a 20% savings from the previous year. The School of Management developed its own computer system for managing these IBA's and over time has automated several processes to reduce manual data entry.

Savings: \$125,000

University at Buffalo, Larry Michael, (716) 645-3210

CAMPUS RECREATION

- **Use of Work-Study Students** - Hiring of 63 Work-study students to operate the Campus Wellness Center, Open Recreation and Equipment Rental Area.

Savings: \$130,085

Stony Brook, Sue Dimonda, (631) 632-7206

- **Internship** - Use of interns for select programming in Wellness, and an intern for Marketing of Campus Recreation Program.

Savings: \$3,000

Stony Brook, Sue Dimonda, (631) 632-7206

CAREER CENTER

- **Job Opportunity Program** - The Career Resource Center (CRC) has worked with the IT department to create Web-based applications that provides better functionality for the students while reducing the daily overhead for the CRC staff. Students, once authenticated as Management students, are able to log into a registration application. They are able to provide information specific to the curriculum they are enrolled in as well as where and what type of employment they are looking for upon graduation. The information is available for the student to update throughout their enrollment with the School of Management when, and if, their curriculum changes. A second Web-based application allows authenticated students to provide the CRC information about job offers they have received. Again, this information can be accessed and updated when, and if, changes occur. A third application allows for students to perform a look-up of job opportunities available through the CRC. The search can be qualified by degree and/or area of concentration. If a student finds a job opening they would like to be considered for, they are able to email their resume to the CRC from the job opportunity page.

Savings: The savings are measured in time that is now available to the CRC staff as well as the School of Management students. The students would have scheduled visits/meetings with the CRC staff to update the information that can be done via the Web applications. This allows affected CRC staff to better utilize their time on more important/critical student services.

University at Buffalo, Dave Costello, (716) 645-3210

CAREER CENTER (Continued)

- **Internship Program** - The Career Center developed a credit bearing internship program for undergraduate students interested in marketing, public relations, and graphic design. Faculty provided input on training, tasks, and learning objectives of the internship. After a competitive application process, seven (7) students were selected from among eighteen applicants. Interns completed approximately 600 hours of service.

Savings: \$6,000

Stony Brook, Jamie Cao, (631) 632-6810

COMPUTER AND INFORMATION TECHNOLOGY SERVICES

- **Installing Latest Technology** - Installed an anti-virus e-mail proxy service which cleaned email before delivery and automated anti-virus updated on all campus desktop computers. Implemented robotic tape library backup system which reduced staff time needed to backup systems. Established a centralized network operations center to monitor critical campus networks and computers from a single location.

Savings: \$100,000

Old Westbury, Marc Seybold,

- **Automated Student Tracking** - ACS automated the system for tracking student access and utilization using state-of-the-art client / server technology. We improved the method of collecting data by minimizing the need for keyboarding the data. In addition the system is flexible enough to be able to categorize usage for the various types of activity that occurs. Storing the data in a SQL server, allows us to perform analysis and custom reports for the various departments as well as providing the core reporting of utilization for state reimbursement.

Savings: Difficult to determine but at least a 20% savings in personnel costs and an increase in state aid received by using the computerized system over the manual system of data gathering.

Nassau CC, Tom Taylor, (516)-572-7624

COMPUTER AND INFORMATION TECHNOLOGY SERVICES (Continued)

- **E-Print Reports** - With E-Print, reports that had been previously printed as hardcopies are stored on a server where users can access them using any web browser and Adobe Acrobat Reader. As reports were moved to the E-Print server, they were no longer printed and distributed in hardcopy by Computing Services.

Savings: A reduction from 40 cases of paper per month to less than 10 cases per month used by Computing Services. One full-time position in Computer Operations was reassigned to other duties and funds for Computing Services paper supplies were reallocated to other services.

Monroe CC, Barbara Robinson, 585.292.2614

- **Computer Based College Orientation** - New student and employee orientations are presented on the web or from a CD. This has reduced travel costs to Empire State's Saratoga Springs headquarters.

Savings: \$18,300 per year

Empire State College, Mary Caroline Powers, (518) 587-2100 ext. 317

- **Scanned Documentation** - Monroe Community College installed an imaging and workflow processing system. Implementation began in the Admissions Office with the scanning and storage of all documents pertaining to a student's application to the College. The Admissions Office also implemented workflow as a supplement to the imaging of student records. Workflow allows for the online review of the scanned applications and supporting documents which are then passed electronically to the appropriate staff for further processing. Once the paper files for these students are scanned, they are destroyed. This resulted in an enormous increase in efficiency as well as a space savings in the storage of paper documents. The Financial Aid Office began using the imaging system in Spring 2002 to scan student loan applications. They also use workflow to help facilitate the processing of loan applications electronically. Within the year, several offices began to use the digital imaging as a means of electronically filing documents for ease of storage and retrieval. All documents in the imaging system are linked to the student's record in the College's student information system.

Savings: Since fully implementing digital imaging, one full-time Admissions position used for processing applications has been reassigned to other duties. Substantial savings in physical storage space has been achieved for documents that now are imaged and then destroyed. The resulting savings in square footage space will be significant after all existing records are imaged into the system. The most significant benefit has been the increase in customer satisfaction due to reduced processing times for applications for admission.

Monroe CC, Sandie Almekinder, 585.292.2609

COMPUTER AND INFORMATION TECHNOLOGY SERVICES (Continued)

- **Hand-held Inventory Scanner** - In past years, the University's annual inventory has taken months to complete. As each room was visited, the University's inventory listing was updated to confirm the equipment was still in the room. At the same time, the person performing the inventory would update a School of Management inventory report. Two separate reports were required since the University does not track smaller, less expensive items that we track in an internal database. If the equipment had been moved during the year, the person needed to find out which room the equipment moved to; this required reviewing hundreds of pages. As a result, the annual inventory was an extremely manual and time-consuming process. This past year, a hand-held inventory scanner unit was purchased for approximately \$700. The unit came with a GUI software package that allowed us to program separate inventory scanning programs. The program associated with the annual inventory allows us to capture information which includes room number, type of unit (i.e. computer, monitor, etc), serial number, asset number, a date/time stamp, and a whether the unit did or did not have a bar code to scan. The unit allows for manual input of information on a keypad or pre-defined codes. This data is then uploaded into an Excel spreadsheet through a USB connection; the interface into Excel was a free add-on software package provided with the scanner. Each spreadsheet is imported into an Access database table where a series of prewritten queries either updates our in-house assets database or adds new items currently in the database. Bar code labels are generated through Microsoft Word for items that were identified as not having a bar code to be scanned. Now there is no time spent worrying about moved equipment during the inventory process; it is all handled during the update process. Once the in-house database is updated, it is used to update and sign the University inventory report. This will make subsequent annual inventories easy and more efficient, thus reducing time/money invested in the process. In addition, our in-house asset database is more accurate and contains more complete information.

Savings: The savings are measured in time now available to the IT staff to provide additional, more important services.

University at Buffalo, Dave Costello, (716) 645-3210

- **Thin Client Computing** - Use of thin client technology instead of PCs. Savings is about \$600 per unit.

Savings: \$50,000 to \$75,000

Jamestown CC, Jim Mattoon, (716) 665-5220 ext. 2259

COMPUTER AND INFORMATION TECHNOLOGY SERVICES (Continued)

- **Personal Cellphone Contracts** - Personal Cell Phone Contract. In ITSN we contract with each individual to use their own personal cell phone for contact purposes during business and on call hours. Each staff member interested in the plan signs an agreement (1 year) to use their own cell phone in return we give them a check for \$120 (\$10/month) for the year. In the past we have paid over \$1,800/year for use of 4 (college owned) cell phones. We now pay \$1,200/year for 10 people to use their own cell phones. This is a 1 year experiment starting in July, 2003.

Savings: est. \$600 + better scale of economy + eliminates paperwork (monthly bills, personal calls using college phones, etc.) for Accounts Payable.

Brockport, David Strassenburgh, (585) 395-5152

- **E-mail Communication with Students** - Assigned a campus email address to all students. Replace paper based communication with email.

Savings: \$5,000 per mailing

New Paltz, Jon Lewit, (845) 257-3130

- **Telecommuting for Employees** - Empire State college makes extensive use of online communication, telephone and video conferencing for employee training and meetings. This saves on mileage reimbursement and employee travel time.

Savings: \$55,000 per year

Empire State College, Mary Caroline Powers, (518) 587-2100 ext. 317

CONTINUING EDUCATION / EXTENTION STUDIES

- **Electronic / Email Newsletter** - Both the Division of Continuing Education and its component, the Capital Region World Trade Center, moved from mailed printed documents to electronically emailed documents for communication with constituents and members. The Division emails its quarterly newsletter to constituents, including self-selected members of the Chamber of Commerce, county legislators, faculty, students, and interested local residents. The Capital Region World Trade Center emails its newsletter on monthly basis to its members, as well as to members of affiliated organizations, local businesses, and local politicians. In addition, it emails a quarterly electronic publication, "Impact Analysis," to its members, and it emails notices of mixers, workshops, and special functions approximately 20 times per year. The electronic newsletters emailed by each organization are not your typical electronic text-only documents, but, instead, are full-color, multi-column documents with individual mastheads and numerous color photographs. Each newsletter offers its own personality. Individuals may subscribe and unsubscribe from the newsletters electronically at each organization's web site, and such actions are handled completely and instantaneously, without human assistance. Staff members layout each newsletter and add colors, photographs, and graphics as desired. There are no printing costs or delays, and distribution of each issue costs only five cents per recipient.

Savings: estimated \$20,700 in printing costs and bulk rate postage

Schenectady County CC, Edward S. Baker, (518) 381-1319

- **Table Tent Advertising** - Use of table tents in food court at local mall to promote evening and extension site classes

Savings: Approximately \$500 in advertising expense

Canton, Ronald Meshurel, (315) 386-7102

DEVELOPMENT AND ADVANCEMENT

- **Web Donation** - Initiated capability of making Web donations to ESF College Foundation, Inc., easily accessible from the College's Home Page.

Savings: Unable to determine.

Environmental Science and Forestry, Brenda Greenfield, 315-470-6683

DEVELOPMENT AND ADVANCEMENT (Continued)

- **Automated Donor Mailing** - The Advancement Division adopted an automated mailing presort methodology that has resulted in reduced costs and improved mail delivery time to our donors and constituents. Using standard HP printer hardware and SCT's Banner software, Potsdam has been able to automate mass mailings of annual fund materials and invitations to college events. The costs savings are substantial. Using this methodology, we have been able to do mailings to 9 digit zip codes that average between 12 and 14 cents apiece, compared to 37 cents for first class mailings, and a minimum of 15 cents for bulk mailings. This results in a savings of about \$7,000 annual based on the mix between the two types of mail. Since our annual fund solicitations generate more dollars in returns than the cost of mailing, the savings have been used to increase our number of contacts with alumni and donors.

Savings: \$7,000

Potsdam, Beth Bellardini, (315) 267-2122

DINING SERVICES

- **Produce from Local Farmers** - In the fall of 2002 we began purchasing some of our produce from local farmers. As more groups became interested we were able to partner with the Cornell Cooperative Extension, Garden Share, the Burt Symposium and Seedcorn to begin a distribution link between producers and purchasers. We expect that at least one other local institution will be purchasing locally next year.

Savings: Minimal

Postdam, George Arnold, (315) 267-3198

ENVIRONMENTAL HEALTH AND SAFETY

- **Accident Prevention** - : Regulatory Compliance Training & Environmental Health and Safety Management System. EHS has developed the expertise, through training and regulatory update requirements, to conduct tank removals, bulking of hazardous waste materials and to clean up small spills on our campus, resulting in no need to retain outside sources for these services. Also, our asbestos crew has responded to several emergency situations that required immediate action in order to prevent further water damage and costly clean up. It is difficult to accurately measure the cost effectiveness of the EHS programs. The main focus of all our EHS programs is preventing accidents that incur liabilities, and cost.

Savings: \$50,000 to \$60,000

Brockport, David Turkow, 585-395-2005

ENVIRONMENTAL HEALTH AND SAFETY (Continued)

- **Regulatory Communication Program** - Communication to campus on regulatory issues, from fire codes to hazardous waste via numerous communication methods such as email newsletters, monthly education sessions and web pages.

Savings: Avoided fines of up to \$25,000 per day.

Geneseo, Kimberly Dalton Ferris, (585) 245-5512

- **Waste Management Procedures** - Internal review of types of wastes produced by various campus activities used to create step-by-step disposal guidelines.

Savings: Avoided fines of up to \$25,000 per day.

Geneseo, Kimberly Dalton Ferris, (585) 245-5512

- **Hazardous Waste Consortium** - Hazardous Waste Disposal Consortium. Our EHS department organized a consortium of 14 other SUNY, community and private colleges in order to obtain the best pricing for hazardous waste disposal. Although private and community colleges were not able to directly participate in the SUNY state contract, the leveraging created by 14 participating colleges resulted substantial service and pricing benefits from the selected vendor – Heritage Environmental, LLP. A cost savings range of 15-45% over previous pricing was realized. Over the three (3) year contract period, the potential savings for all colleges involved could easily exceed \$1Million.

Savings: \$8,000 – 10,000 (SUNY Brockport alone)

Brockport, David Turkow, Director of EHS, 585-395-2005

FACILITIES

- **Recycling Program** - Increased recycling collection points and containers and undertook efforts to get students more involved. These efforts have resulted in a 65 tons increase in recycled material. Total waste has been reduced by 48%.

Savings: \$4,000 per year in waste disposal.

Cortland, Nasrin Parvizi, (607) 753-5582

FACILITIES (Continued)

Energy Savings Program - Under this program, Cortland replaced lamps in all buildings, installed gas-operated small domestic water heaters in buildings and installed an energy management system. The energy management system allows facilities managers to shut down large boilers, turn-off lights and control heating and cooling.

Savings: \$1 million per year.

Cortland, Nasrin Parvizi, (607) 753-5582

- **Electric Car Program** - Use of 28 GEM electric cars and 17 Pathway GM electric cars that are silent, energy efficient and non-polluting vehicles has made campus motor pool "greener" and has reduced gas consumption.

Savings: \$10,000 to \$15,000 in gasoline

Cortland, Nasrin Parvizi, (607) 753-5582

- **Energy Savings Shutdown** - Winter Holiday Energy Conservation. For the December/January Holiday time frame the Campus has committed to achieving maximum energy savings. In addition to closing all unused buildings and doing temperature set backs we have: Adjusted the College calendar i.e closed the Campus when possible to maximize opportunities, reassigned staff to alternate work sites to enable closing of buildings, placed street and parking lighting in reduced mode (e.g. every other light, or for events only), shut off all lights off in closed buildings, reduced hot water temps in all unoccupied buildings, and closed off air intakes. Intersession class schedules are carefully crafted with energy conservation in mind.

Savings: \$15,000 Savings from "basic" energy shut down during holidays and intersession is about \$1000/day while a "full Campus closed" shut down savings is about \$3000/day. We have a mixture of both.

Brockport, Tom Dreyer, (585) 395-5205

- **Term Contractors Program** - Since 1999, the campus has been using a Time and Material-based contract for standard construction trades. The program focuses on projects under \$20,000 (per trade) and has greatly enhanced project delivery.

Savings: \$4,000 to \$5,000 per year.

Cortland, Nasrin Parvizi, (607) 753-5582

FACILITIES (Continued)

- **Cash/Card Free Laundry Machines** - We bid out and negotiated a new five year contract for cash/card-free laundry machines. Students pay for the service through their residence hall rental charge. The machines specified were commercial Maytag front-load washers and dryers. These machines use 40% less water than top load machines. Consequently they use less soap, and leave clothes much dryer. Drying time is significantly reduced as is student time spent in the laundry room. As part of this project we also installed a new venting system where each machine is individually vented to the outside, further improving the efficiency of the dryers. The College will save an estimated one million gallons of water. Total estimated energy savings in water/sewage and electricity is \$10,000. Further, security was improved by limiting access via our card key system.

Savings: \$10,000

Oneonta, Tom Rathbone, 607-436-3224

- **Energy Conservation** - Energy Performance Contract. Through the resources of the New York Power Authority we have leveraged our personnel and financial resources to accomplish projects that were unfunded and that contribute to energy conservation. We are accomplishing a variety of large and small Campus wide energy conservation capital improvements to be paid from new energy savings. I.e. Pays for itself. We are completing design of 17 work items (that yield a cumulative net zero outlay) totaling \$3.3M. Projects range from weather stripping to HVAC heat exchangers. The selected payback of 20 years includes study, design, capital, administration, and “mortgage” interest (currently less than 2%).

Savings: \$203,572 in energy costs and \$38,702 in maintenance costs

Brockport, Tom Dreyer, (585) 395-5205

- **Road Paving** - Asphalt Overlay by DOT. Through an innovative relationship with DOT, we have paved (over-laid) nearly all campus roads and most parking lots. We were able to leverage our capital investment about 3:1. Execution savings achieved enabled some additional unplanned areas to be paved. By enabling DOT to “train” and/or “re-qualify” their operators on paving equipment and to use our roads as the site, DOT was willing to pay and/or provide for all engineering, coordination, contracting and supervision for asphalt overlay projects. A revocable permit was created and the Campus provided a classroom for a day and basic coordination. We merely paid the material bill that was provided by DOT’s use of normal state contracts

Savings: \$150,000

Brockport, Tom Dreyer, (585) 395-5205

FACILITIES (Continued)

- **Offset Print Service for 4 Colleges** - Development of business plan that included borrowing approximately \$400,000 to purchase new state of the art offset printing equipment, along with a plan to market our central print/copy services for the four colleges. The new equipment increases our printing capabilities, which will retain more printing from the 4 colleges to remain “in-house” thereby continuing to increase revenue and decrease departmental printing costs.

Savings: \$142,800

Postdam, William Fisher, (315) 267-3125

- **GEN-1 Custodial Program** - Cleaning of campus buildings is unitized and occurs on a set schedule, following specific procedures to ensure uniform custodial services across the campus. Streamlined inventory by recuducing number of cleaning products to 10 from 40.

Savings: \$900,000 over 5 years

Geneseo, Kirk Spangler, (585) 245-5662

- **NYSERDA Energy Program** - SUNY Delhi has recently completed a \$4.1 million energy conservation project. Upfront investment funding for this project was provided through a New York State Energy Research and Development Authority (NYSERDA), then moved to a College financing plan with favorable terms. The College entered into a contract with Abacus Engineering Systems, Inc. to convert three large academic buildings, Evenden Tower, Bush Hall, and Farnsworth Hall, from electric to steam heat. New energy control systems were added to all five residence halls, and low-flow sink and shower devices were installed throughout campus buildings.

Savings: \$411,000

Delhi, Barbara Larson, 607-746-4582

- **Mailroom Procedures** - Our mailroom cost avoidance results from improved procedures including, bar coding, bulk sorting, zip code sorting, student help, computerized labeling, address correction technology and a motivated staff. We have reduced staffing by one person.

Savings: Costs avoided in 02-03 were \$68,000

Brockport, Tom Dreyer, (585) 395-5205

FACILITIES (Continued)

- **Zone Maintenance** - Zone Maintenance. Routine building maintenance is accomplished through zone mechanics who are assigned specific buildings, thus enhancing ownership and knowledge of that facility. They are classified as SG-9 maintenance assistants who act as a “jack of all trades”. Process support includes inspections by supervisors to ensure that maintenance is done as expected. Building users, working through Building Coordinators, communicate mechanical and operating issues to zone mechanics authorized to effect repairs.

Savings: Not measured. Responsiveness is improved.

Brockport, Tom Dreyer, (585) 395-5205

- **Reduction in Energy Consumption** - Governor Pataki, through Executive Order No. 111, stressed the need to reduce consumption during peak electric demand periods. Accordingly, we established a program to quickly reduce energy consumption (1 mega watt) when directed (within 60 minutes). In addition to meeting the governor’s requirements, it is in our best interest to proactively comply with the request to reduce electrical load to the maximum extent possible. This assists with regional electrical load issues and minimizes detrimental impacts and costs at our Campus. Cost avoidances at peak demand periods are substantial in the range of 10-40,000 dollars. Further, the Campus signed a no cost contract with Advantage Energy (AE) that will pay SUNY Brockport a \$5/KWH incentive to respond to an electrical curtailment request. The requirement to reduce peak electrical consumption would most commonly occur during excessively warm days in the summer, occasionally on extreme cold winter days and in either case be of short duration. A reimbursement of \$ 5,000 for one curtailment in summer has been executed and \$2000 for one in winter is projected even without an actual electrical load reduction request. Additional curtailments upon request will also have an incentive but at a lower rate.

Savings: \$7,000

Brockport, Tom Dreyer, (585) 395-5205

- **Geo-thermal HVAC System** - When retrofitting space, Empire State installed a geo-thermal HVAC system which cost half as much per square foot to operate.

Savings: \$37,500 to \$50,000 per year

Empire State College, Mary Caroline Powers, (518) 587-2100 ext. 317

FACILITIES (Continued)

- **Elevator Maintenance** - Out-sourced comprehensive elevator maintenance, including 24 hour, 7 day per week, emergency call-back service for all residence halls elevators, eliminating need for a mechanic to be present 5 days a week

Savings: \$150,000

Stony Brook, Ken Fehling, (631) 632-6753

FINANCIAL AID

- **Federal Quality Assurance Program** - The College's Financial Aid office has been approved to participate in the Federal Quality Assurance Program. This allows us to determine our own requirements for verifying financial aid applications.

Savings: approximately \$2500

Alfred State, Valerie Nixon, 607-587-4253

- **Business Reply Envelope** - Based on a suggestion by a staff member, we have begun including business reply envelopes in all mailings that require a document to be returned.

Savings: approximately \$1000

Alfred State, April Lawrence, 607-587-4253

- **E-signature Process** - Establishes system whereby students can sign Perkins MPN electronically via the web once for their entire undergraduate stay at one campus. Will also allow borrower entrance and exit instructions to be provided via the web. This system compares to the current practice of requiring borrowers to be physically present to sign for Perkins notes each year and for campus staff to provide individual, in-person entrance and exit interviews

Savings: Benefit is predominately service improvement for borrowers and reduced administrative burden on campus financial aid and student accounts offices

Albany, Kevin Wilcox, 518-442-3105

FINANCIAL AID (Continued)

- **Online Exit Interview** - Reduction in Postage Expenses. We were able to reduce the amount we spent on postage by: Requiring all students who received Direct Stafford Loans to complete their Exit Interviews online. In year's prior, the Financial Aid Office mailed the Stafford exit paperwork to students who did not attend the group Exit Interviews. The Financial Aid Office made every effort to notify students of financial aid information through the mailing of postcards versus sending mailing in standard envelopes. Postcards were used to notify students of the following: Eligibility of the Aid for Part-Time Studies (APTS) Program. In previous years, a letter was sent to all part-time students notifying them of their possible APTS eligibility. Approximately 450 students received this mailing of which we received approximately on 100-110 applications to review for both the fall and spring semesters. Financial Aid revision letters. In the academic year 2002-2003, students were mailed a postcard to inform them that a revision was made to their financial aid package. This postcard instructed students to access the Banner Student Information System on the SUNY College at Brockport website and review the changes to their financial aid. Entrance Counseling. Postcards were sent to new loan recipients to notify them that they needed to complete their Entrance Counseling session online. Promissory Notes. We arranged for the promissory notes for the Direct Stafford Loan program to be mailed to students directly from the Direct Loan Servicing Center. The Financial Aid Office only mailed promissory notes in the cases where a student may have misplaced or lost their promissory note. In addition, the use of the new master promissory note also reduced the number of notes that needed to be negotiated. Alternative Loans. All alternative loan lender information was put on the SUNY College at Brockport Web page so that it could be easily obtained by students. Links to online applications were also provided.

Savings: \$2,493

Brockport, J. Scott Atkinson, (585) 395-5847

- **Web Processing of Financial Aid** - We directed a substantial amount of our aid processing and follow up to the web.

Savings: approximately \$5000

Alfred State, Valerie Nixon, 607-587-4253

GENERAL SERVICES

- **Shared Graphics Artist** - In the past, the College has had a full-time graphics artist to design artwork for various College publications. After a review of the use of print materials, it was determined that a half-time position would meet our needs. In a rural community such as Delhi, it is difficult to identify an artist that can consider half-time work. SUNY Delhi and SUNY Cobleskill reached an agreement to share the services of one full-time Graphics Artist position.

Savings: \$19,500

Delhi, Barbara Larson, 607-746-4582

HOUSEKEEPING

- **Analysis of Job Efficiency** - Faced with changeovers in personnel, a slow and cumbersome process in filling vacancies, and mounting costs in housekeeping, a consultant was hired to analyze housekeeping job efficiency, and to prepare detailed work schedules and personnel requirements. Staffing was aligned with the proposed positions and personnel were trained to the tasks. Quarterly audits are conducted by consultants (\$5K annually) and efficiency ratings assigned to the jobs completed by staff. Ratings are used to adjust work in order to maintain housekeeping standards. Replacement of staff as vacancies occur has been more rapid due to the documentation of the tasks and their fit into the detailed overall housekeeping plan

Savings: \$350,000

Rockland, Robert Schuler, (845) 574-4200

HUMAN RESOURCES

- **Vacancy Control** - Vacancy Control is a budgeting concept used to provide for a formal review of positions as they become vacant. Involved in the process is a review of the essential functions of the position and an evaluation as to whether or not the functions of the position can be satisfied in another way (such as job sharing, etc.) then whether or not the position should be filled. A Vacancy Control target, in terms of dollars and positions, is quantified during the budget process.

Savings: \$940,000

Corning CC

HUMAN RESOURCES (Continued)

- **Multi-campus Department Training** - New Department Chairs – Leadership Retreat. This was a collaborative effort of the six campuses of SUNY West. Four chairs and an experienced chair were chosen from each campus to participate in a one-day session. The six campuses collaborated in hiring the Theater for Change to put on short theatrical situations that presented challenges in the life of a new chair. Group discussion was developed around the dramas and solutions presented using the knowledge of facilitators and experienced chairs. A manual was developed for new chairs covering such information as working with the UUP contract and Board of Trustee Policies, counseling and discipline, ethics, benefits, leaves and sabbaticals etc. SUNY West is now in the planning stages of presenting another Chairs program in western New York.

Savings: It is difficult to calculate cost savings but if each campus had hired the Theater for Change for each presentation the program would have been significantly higher.

Brockport, Terry Hooper, (585) 395-5116

- **Collaborative Staff Training with DOL** - The University entered into a collaborative training arrangement with the NYS Department of Labor (DOL) whereby each agency allows the other to access open slots in their training classes. UAAlbany provides basic and advanced software training when slots are available while DOL provides customer service training when they have open seats.

Savings: Cost avoidance. No need to contract for certain training.

Albany, Steven Beditz, 518-437-4702

INSTITUTIONAL RESEARCH

- **In-house Analysis of IPEDS** - We achieved savings by reducing travel, survey production, and software expenses and producing in-house analysis of IPEDS national comparative data instead of purchasing it from an outside vendor.

Savings: \$4,500

Nassau CC, Susan Bello, (516)-572-8160

LIBRARY

- **Library Consortium Participation** - Memorial Library participated in several consortial agreements that aggregate costs across participating libraries. Participation in these consortiums has reduced the costs of purchasing systems and materials.

Savings: \$50,000

Cortland, Gail Wood, (607) 753-2221

- **Thin-client Computer System** – a) installed a thin-client computer system for public areas of the library and the library classrooms. These computers have a much longer working life than traditional pcs, and are much more easily maintained and updated, saving money by having a much longer replacement cycle, and requiring less staff time for maintenance. b) purchase database access through consortial memberships rather than as an individual institution, netting us much more favorable FTE pricing and allowing us to offer a fuller menu of information resources to our students and faculty. c) participation in the LAND Interlibrary Loan service, which is a no-cost delivery system in New York State, saves us shipping costs on inter-loaned books and materials. Our SUNYConnect membership makes this service available to us at no cost. d) conduct department business via e-mail. This saves a tremendous amount of staff time, reduces use of paper and photocopies, and disseminates information throughout our 80 hour / 7 day per week operation much more rapidly.

Savings: With a fixed budget, it is a matter of getting more for our money rather than specific cost reductions

Nassau CC, Nancy Williamson, (516)-572-7406

MAIL ROOM

- **Use of Commercial Vendor** - We are beginning our 7th year with a commercial vendor providing mail services to the College. The agreement with the Shipping Room resulted in staff, equipment and transportation cost avoidance. Services provided by the Shipping Room include - processing metered mail; sorting mail by zip code; pickup and delivery from the Oneonta Post Office twice daily; Accounting to the College for postage used by College departments.

Savings: \$25,000 est. savings

Oneonta, Marie Todd, (607) 436-2113

PARKING / MASS TRANSIT SERVICES

- **Web-based Parking Registration** - For several years, Campus Parking and Transportation was interested in improving the delivery of parking registration and hang tag services to the University community. The past process was characterized by high production costs and poor customer service, especially at the start of each semester. The new process leveraged some existing technology to deliver a web-based solution that was made available to University's students, faculty, staff, and volunteers. The web-based process also includes a secure electronic payment transaction process.

Savings: Over \$30,000 saved in scan forms, printing, mailing, and staff time costs.

University at Buffalo, Maria Wallace, (716) 645-7331

PHYSICAL PLANT

- **Energy Conservation** - Energy Conservation Initiative, including campus-wide awareness campaign to conserve electricity use.

Savings: Unable to accurately determine the amount of the savings, but actions resulted in holding 2002-03 utility expenses to 2001-02 levels, despite cost increases.

Environmental Science and Forestry, Gary Colella, 315-470-6588

- **Geothermal Heat System** - SCCC developed a Facilities Master Plan in the late 1990's that demonstrated the campus' physical facilities and equipment needed much renovation and repair after 23 years of no significant capital spending. It was determined to implement this plan in several phases, but the top priority in the initial phase was to find a solution to replace an electric heating system and aged, limited air-conditioning units with a more cost-effective, efficient and environmentally-sound heating and cooling system. After much research, a geothermal heat pump system was selected. The geothermal system consists of 132 water-to-air and five (5) water-to-water heat pumps supplied by a well field with 200 vertical wells dug 410 feet in the earth. As a result of this installation, the College expected to reduce overall heating and cooling costs, provide a comfortable atmosphere for students and faculty and help the environment without the use of fossil fuels.

Savings: Average of \$150,000

Sullivan County CC, Elizabeth A. Kubenik, 845 434-5750, x 4430

PHYSICAL PLANT (Continued)

- **Recycling Toner Cartridges** - The College has entered into an agreement with a recycling company that reimburses non-profit organizations for used cartridges from computer printers, copiers and fax machines. The company collects and properly recycles these items and compensates the College on a per-cartridge basis.

Savings: Unable to determine. This program has only been in place a few months. The primary advantage of this program is that the cartridges will be properly recycled and revenue will be generated by payments to the College from the recycling vendor.

Environmental Science and Forestry, James Heffernan, 315-470-4771

- **Multi-campus Solid Waste Contract** - The 3 colleges partnered with Associated Colleges to develop, bid and award a joint solid waste contract. Each college has witnessed an “economy of scale” due to this joint contract and having a manageable increase in solid waste removal costs from each site compared to the projected cost of individual contracts.

Savings: \$25,000

Postdam, William Fisher, (315) 267-3125

- **Surplus Vehicles** - Motor Equipment Maintenance Supervisor regularly checks state DOT surplus lot for used state vehicles that can be rebuilt and refurbished for College use. We have obtained three surplus trucks in the last six months, and our small but talented staff has completely refurbished them. These vehicles have replaced very old, high mileage trucks. In one case, for example, we replaced a 1982 165,000-mile truck with a 1993 ¾ ton four-wheel-drive vehicle.

Savings: Due to fiscal constraints, we could not have purchased these vehicles, either new or used.

Environmental Science and Forestry, Gary Colella, 315-470-6588

- **Cogeneration** - Construction of a landfill gas/natural gas cogeneration plant_ Plant will be constructed by a private firm with debt service paid utilizing savings produced through a performance contract. The performance contract calls for a \$1.3 million savings to the Campus over 15 years and \$900,000 savings per year beginning in year 16 and beyond. In addition, the College will receive cost free air conditioning in the Campus' largest building through the use of waste heat produced by the generators.

Savings: \$1.3 million over 15 years and \$800,000/yr. Thereafter

Hudson Valley CC, Stephen F. Cowan, 518-629-73 56

PHYSICAL PLANT (Continued)

- **Computerized Maintenance Management** - The College has implemented a "canned" computerized maintenance management system (CMMS) which sits on the College computer system.

Savings: \$5,000

Hudson Valley CC, Karen Seward, 518-629-7356

PUBLIC AFFAIRS / PUBLIC RELATIONS

- **Electronic Annual Report** - Electronically published the College's Annual Report. This is the first ESF publication that was designed exclusively for Web publication and distribution. We eliminated hard-copy publishing costs, mailing costs, and workload associated with hard-copy distribution. A postcard was sent to individuals who had previously received the hard-copy Annual Report, directing them to the College's Web site. A button on the College's Home Page highlighted the availability of the report.

Savings: \$2,500

Environmental Science and Forestry, Jeri Lynn Smith, 315-470-6644

- **Online Daily Newspaper** - The Computing and Public Affairs departments developed the Daily Tribune which uses MS Outlook to gather and distribute the news, Lotus Notes to manage the news and HTML to display the news. After implementation, the Public Affairs Department assumed the responsibilities of publisher and editor. The role of the Computing department is limited to occasional troubleshooting. The Daily Tribune submission process is extremely user-friendly. A simple, fill-in-the-blanks form allows submitters to contribute their news items to specific categories which include: General News, Athletic News, Construction Updates, Curriculum Postings, Publications and Presentations, and Events. The Daily Tribune requires very little time to manage. A Public Affairs staff member reviews daily submissions, edits lightly and approves or rejects the submission. Employees arrive in the morning, turn on their computers, open the daily newsletter with a click and start their day by scanning the latest Daily Tribune issue. This has proven to be an efficient and extremely effective way to keep members of the college community informed and engaged in the process of information exchange.

Savings: The previous system of information distribution was far more time-consuming for senders and recipients alike. Significant cost savings were realized in the number of reams of paper used for flyers, memos, announcements, etc. Additionally, student aide time of a minimum of 10 hours/week was saved.

Monroe CC, Cynthia Cooper, 585.292.3022

PUBLIC AFFAIRS / PUBLIC RELATIONS (Continued)

- **Out-sourcing Media Buying** - Outsourcing of media buying function to an external agency reduced OTPS cost by 52%.

Savings: \$74,000

Old Westbury, Michael Kinane,

REGISTRAR

- **Online Services for Students** - Implementation of a cost effective state of the art administrative software system that supports doing your administrative business on the web, SCT PowerCampus and IQ.Web.

Savings: \$204,703

Tompkins Cortland CC, Marty Christofferson, 607-844-8211

- **Online Catalog** - A decision was reached that, beginning with the 2003-2004 academic year, the College will no longer produce a printed college catalogue. This will be replaced by an online catalogue accessible via the College's web site which would contain all of the information formerly provided in the printed catalogue. A much smaller printed brochure will replace the catalogue for the purpose of student recruitment.

Savings: \$25,000

Optometry, Edward Johnston, 212-780-5100

RESEARCH

- **In-house Training for Grant Management** - The Office of the Vice President for Research conducts a variety of workshops designed to familiarize faculty investigators with the grant submission and review process of major federal funding agencies (NIH, NSF, etc). In addition, the office maintains a library of successful grant applications for review by interested investigators. These have replaced the ad hoc use of outside consultants who offered general grant writing workshops.

Savings: approximately \$10,000

University at Buffalo, Jaylan S. Turkkan, 716-645-3321

RESEARCH (Continued)

- **Human Subjects Protection Software** - Implementation of a Human Research Subjects Protection management software program, IRBWISE, developed by the Georgia Tech Research Institute. This web-based software will save time, reduce paperwork and improve communication

Savings: \$ 50,000

University at Buffalo, Edward Zablocki, 716-829-2919

- **Faculty Links to Funding Opportunities** – a) E-mailing faculty links to funding opportunities rather than sending paper copies of opportunity information via campus mail b). Replacing paper grant budget forms with auto-calculating electronic forms c)Conducting award negotiations via e-mail rather than telephone d) Exchange of proposal and award documents with sponsors via e-mail instead of USPS e) Use of standard FDP subrecipient agreement

Savings: \$50,000

University at Buffalo, Charles Kaars,

RESIDENTIAL LIFE

- **Relamping** - Use of cleaners and janitors to replace lamps that can be reached on a 6-foot ladder has freed electricians to perform electrical repair work that was greatly backlogged.

Savings: \$72,000/year Date implemented March 2003

Stony Brook, Ken Fehling, (631) 632-6753

RESIDENTIAL LIFE (Continued)

Web-based Student Handbook - Online handbook: In the past, we produced a student handbook/planner that contained all residential policies and procedures. Its length made the book costly to produce. In addition, the final product was not one that the students often used. Policies and procedures are now on the campus website, and the student planner that we produce contains a brief explanation of the students' responsibility to read them. The planner itself is now filled with helpful tips for student success, an appointment book with Stony Brook University major events already filled in, a place for class schedules, important phone numbers, and notes. In addition, we sold 4 full pages of advertising to FSA, which further reduced the per-book cost. Last, the Office of Student Affairs no longer produces a separate student handbook, but refers all students to the SBU website for general university policies. The Office of Student Affairs orders a few thousand copies of the book to give to incoming students and its per-book cost is based on a total order of over 12,000, resulting in significant savings to that budget as well.

Savings: \$3,000

Stony Brook, Laura Valente, (631) 632-6767

- **Housing of Student Athletes** - All athletes remaining on campus for contests/practices were required to move to one residence hall for this period of time. That allowed the Campus to reduce utility costs in the 8 buildings that were unoccupied during this period of time.

Savings: \$16,000

Morrisville, John J. Angerosa, (315)684-6061

- **Automated Housing Management** - Implementation of additional uses in RMS; automated housing management system. Integrating our software systems and refining our automated processes have produced savings in both time and staff resources. In the fall 2002 semester, we introduced a new check-in process. As residents check in, they are assigned a bar code label. Staff scan the label and the information is uploaded into the housing database. This eliminates a manual occupancy check that was labor intensive and lengthy. Since we will be able to identify the vacancies in a manner of a few days, we were able to identify no-shows and move students from temporary to permanent assignments more rapidly, and decrease the amount of revenue lost through triple credits.

Savings: \$39,230

Stony Brook, Daryl Lynn Bachman, (631) 632-6921

RESIDENTIAL LIFE (Continued)

- **Refurbished Dormitory Furniture** - Refurbished dormitory furniture in need of repair instead of purchasing new furniture.

Savings: \$5,000

Old Westbury, Ibssa Ahmed,

STUDENT HEALTH / COUNSELING

- **Out-sourced Psychiatric Evaluations** - Referred psychiatric evaluations to Nassau University Medical Center instead of hiring a part-time psychiatrist. Used graduate student interns from SUNY Stony Brook's Social Work program instead of hiring part-time counselors.

Savings: \$75,000

Old Westbury, Susan Brady-Cirillo,

- **Private Ambulance Service** - SUNY Delhi has an agreement with a private ambulance service that provides emergency medical transportation to students, faculty and staff through a private company for a fee. This conserves local and campus human resources and provides additional service.

Savings:

Delhi, Lynda Preiser, 607-746-4698

- **Creative Staffing** - Replaced per diem Nurse Practitioner who covered Monday eve clinic for women's health. A regular, fulltime employee will now cover these hours and will alternate every other Friday off. (Creative scheduling.) Changed packaging of certain antibiotics to eliminate waste. Unknown savings, but immense increase of ease to students: we have had our immunization records put on the web page for individual access through Banner. I do not know of other campuses yet doing this. IT was extremely helpful in achieving this. All students must provide proof of their immunizations when transferring or entering grad school. Many are unable to get their records, and must receive a vaccine to meet the law, even though they truly are immune. With our system, a student can simply access their own immunization records, just like they would get their grades online. They can print them and send them to their next college. This is a great timesaver and hassle-reducer both for students and Health Center staff.

Savings: \$9,000

Brockport, Libby Caruso, (585) 395-2426

STUDENT HEALTH / COUNSELING (Continued)

- **Out Sourced HIPPA Training** - The Health Insurance and Portability Act (HIPPA) required that by April of 2003, all individuals with access to patient information undergo a formal training program to become familiarized with the provisions of the new law. The institution faced the possibility of significant fines if it did not comply. Through the ability to negotiate with a private entity to provide the training, the cost per individual trained was reduced from about \$20.00 to \$4.00. The training and assessment involved the use of an online self-paced program.

Savings: \$ 7,500

Optometry, Richard Weber, 212-780-4930

TELECOMMUNICATIONS

- **Student Callers** - Our Call Center, created in 1994, was staffed by one clerical staff person and provided phone support for Admissions and Financial Aid. By answering the routine calls intended for those areas and passing on the more complex calls, the Call Center achieved its original goal of substantially reducing the volume of calls to Admissions and Financial Aid. The Call Center is being expanded, with the employment of trained student workers, to include answering calls for Admissions, Financial Aid, Student Accounts, and Telecommunications. The new Call Center will be more scalable because we can add students as other areas of the college need additional support becomes available.

Savings: Staffing of the original Call Center accomplished via reassignment of switchboard operator. Expansion of Call Center funded in part by 1 FTE staff position savings in one of the affected offices. Use of trained student callers reduces Call Center operational personnel costs by approximately 50%.

Oneonta, Todd Foreman, 607-436-3641

UNIVERSITY POLICE

- **Student Safety Aid** - Used student safety aids to supplement police officers which freed police offices for other assignments.

Savings: \$23,000

Old Westbury, Michael Yanniello