ACCELERATE ASU
BOARD OF TRUSTEES PROJECT UPDATE

March 2, 2018

PROJECT UPDATE

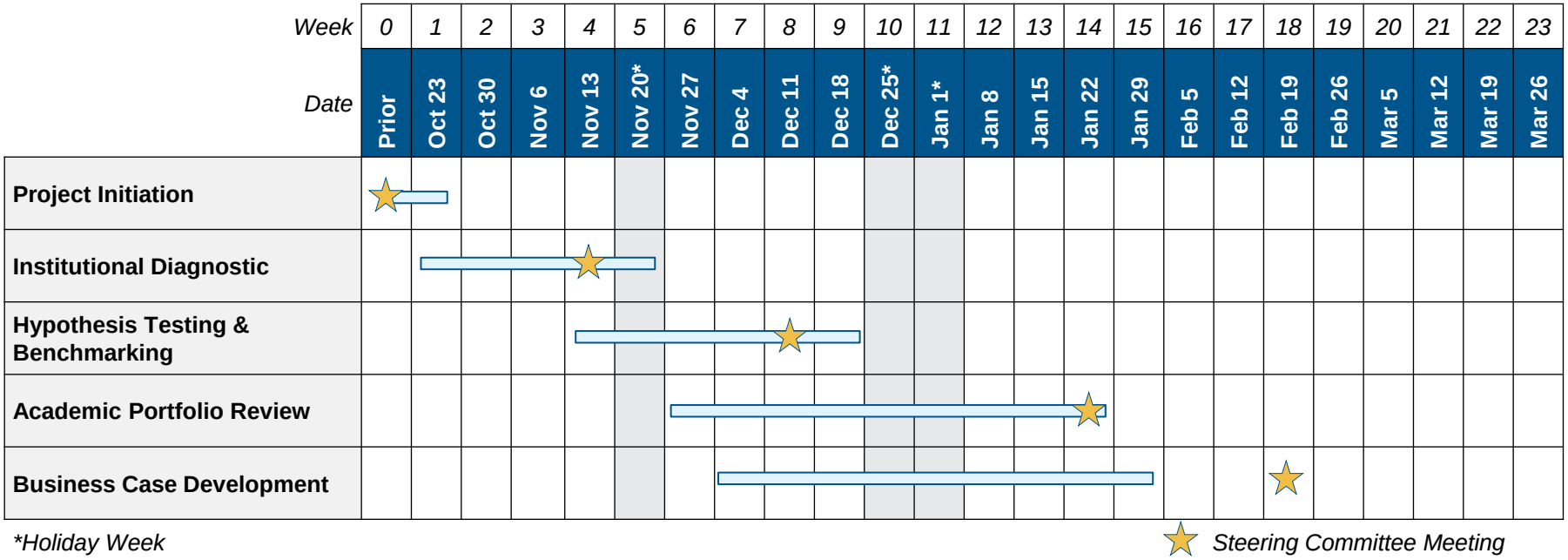
PROJECT OVERVIEW

The Arkansas State University System engaged Huron to assist in the identification, prioritization, and development of business cases for opportunities to grow revenue and reduce costs.

- Over the past 14 weeks, Huron has interviewed over 100 members of the ASU community to understand the current operating environment, identify opportunities for cost savings and revenue enhancement, and collect and synthesize data to inform our analyses.
- Huron received and summarized over 900 responses from the Opportunity Identification Survey.
- Huron identified over 40 opportunities during the initial phase of the engagement that were condensed to a discrete menu of opportunities that were presented to the Steering Committee to receive feedback and identify opportunities for further analysis.
- With the Steering Committee's feedback, there are 10 business cases presented in this document that outline cost savings and revenue enhancement opportunities that have a steady state financial impact of approximately $10.6 million to $20.1 million per year.
- Desired outcomes include reviewing the following supporting analysis for the high priority functional areas outline in this document, and discussing preliminary next steps for the selected areas.

PROJECT TIMELINE

The ‘Opportunity Identification’ phase ended after 14 weeks, with a final report out on February 19. The analysis shared was compiled to support the opportunities outlined by this Steering Committee as “highest priority” at the December 11th meeting.



HURON

ADMINISTRATIVE REVIEW

SUMMARY OF OPPORTUNITIES

		Est. Financial Opportunity		Weighting					
		Low ($K)	High ($K)	40%	20%	15%	15%	10%	
Category	**Opportunity Description**	**$10,586**	**$20,995**	**Financial Impact**	**Service**	**Implementation**	**Risk**	**Realization**	**Score**
Enrollment Management	Increase FTFT enrollment to previous levels	$936	$1,266	8	10	10	8	5	8.4
Enrollment Management	Develop discounting strategy to award aid more effectively	$1,027	$3,448	10	9	5	2	5	7.4
Enrollment Management	Increase first year retention by 2-5% points	$756	$1,960	6	10	6	10	5	7.3
Procurement	Initiate strategic sourcing efforts for mid-to-long term cost savings	$957	$1,810	8	5	4	3	5	5.8
Development	Improve alumni engagement efforts relative to peers	$81	$270	2	10	6	8	5	5.4
Organizational Redesign	Organizational redesign	$2,730	$4,640	8	5	3	2	3	5.3
Human Resources	Update benefits policies	$3,100	$4,500	7	5	3	1	8	5.2
Information Technology	Evaluate the service delivery model for IT across the system	TBD	TBD	N/A	9	4	4	4	5.1
Outsourcing Strategy	Perform comprehensive evaluation of current outsourced operations	$385	$701	4	6	5	2	5	4.4
Facilities Operations	Reorganize facilities operations	$614	$2,400	5	3	2	3	3	3.7

SUMMARY OF OPPORTUNITIES

	Category	Opportunity Description	Est. Financial Opportunity	
			Low ($K)	High ($K)
Revenue Generation	Enrollment Management	Increase FTFT enrollment to previous levels	$936	$1,266
	Enrollment Management	Develop discounting strategy to award aid more effectively	$1,027	$3,448
	Enrollment Management	Increase first year retention by 2-5% points	$756	$1,960
	Development	Improve alumni engagement efforts relative to peers	$81	$270
	Outsourcing Strategy	Perform comprehensive evaluation of current outsourced operations	$385	$701
		Total	**$3,185**	**$7,645**
Cost Reduction	Procurement	Initiate strategic sourcing efforts for mid-to-long term cost savings	$957	$1,810
	Organizational Redesign	Organizational redesign	$2,730	$4,640
	Human Resources	Update benefits policies	$3,100	$4,500
	Information Technology	Evaluate the service delivery model for IT across the system	TBD	TBD
	Facilities Operations	Reorganize facilities operations	$614	$2,400
		Total	**$7,401**	**$13,350**

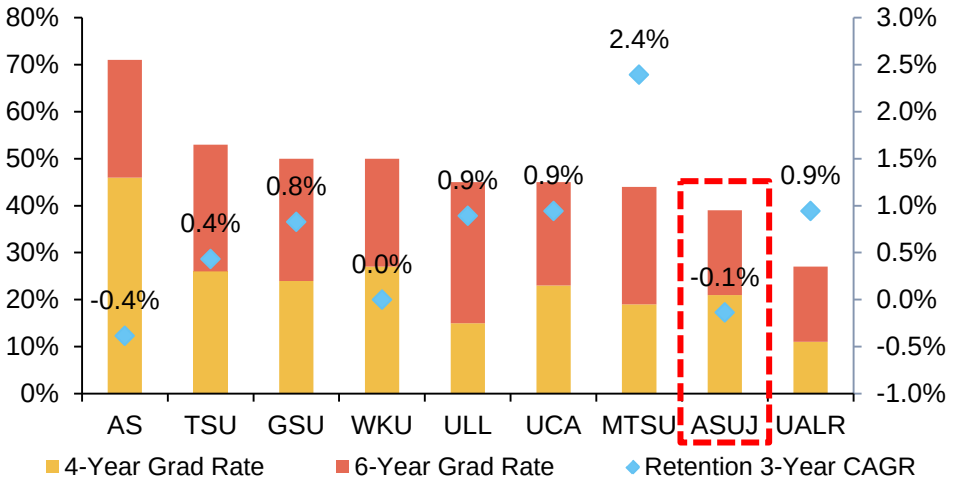
ENROLLMENT: RETENTION & GRADUATION

Improvement in retention and graduation represents significant revenue generation opportunities through growing net tuition revenue, as well as incentives from the state funding model.

Case for Change

- In 2017, ASU-Jonesboro's first year retention rate declined from 74.9% to 72.8%.
- Relative to peers, six-year graduation rates fall 7 percentage points below the peer average of 47%[2]
- With recent state initiatives such as "Close the Gap 2020" and the productivity funding model, there is increased importance on retaining and graduating students at higher levels than before
- The 1-year impact of each 1% movement (e.g., 75% to 76%) is ~ $73K, which represents $210K lost revenue for the cohort over the next three years[1]
- Investing in strategies focused on removing barriers to progression and setting up students for success post-graduation can only positively impact retention & graduation rates

First Year Retention Rates



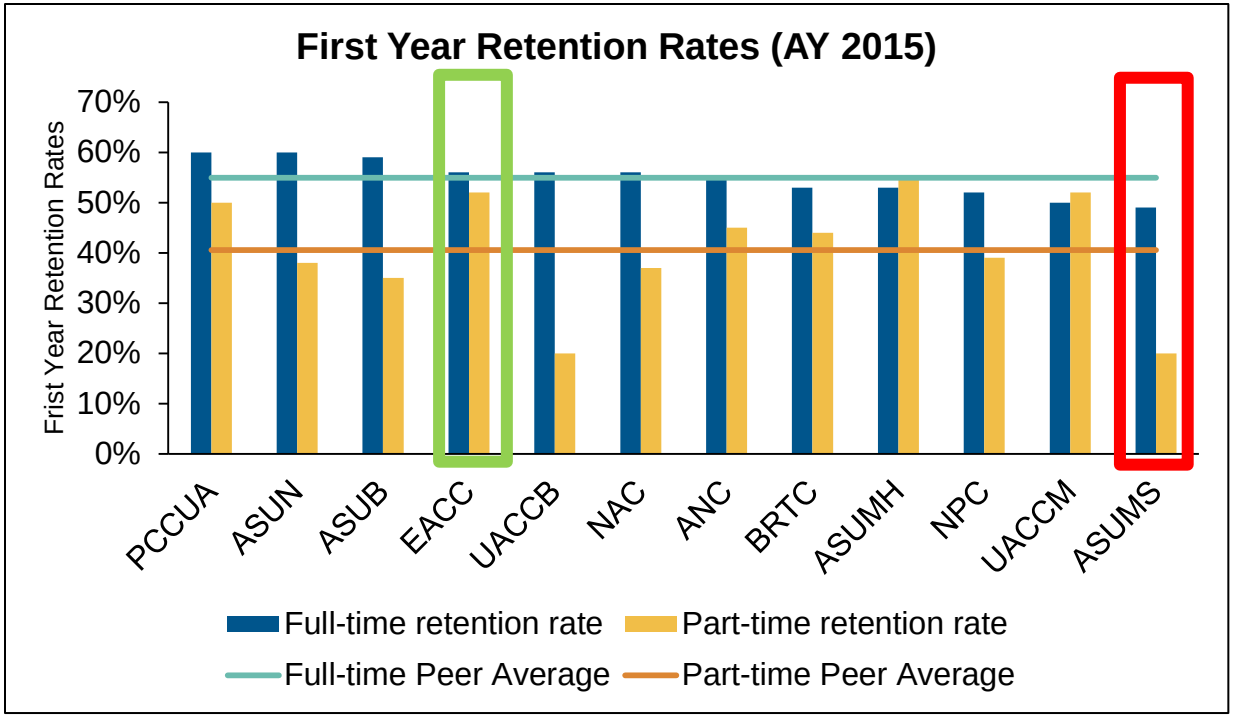
Opportunity	Financial	Service	Implementation	Risk	Realization	Score
Increase first-year retention by 2-5% points	$500K - $1MM	10	6	10	5	7.3
Optimize state funding model by retaining students	$250K-$500K	10	10	10	5	8.3

Source: IPEDS, Institutional Fact book 2016-17

1. Students that do not retain from Year 1 to Year 2 represent a minimum 3-year loss of NTR. This estimate assumes that students who retain after one year will graduate
2. Graduation Rates –Bachelor's Degree within 4 years and 6 years (2015)

ENROLLMENT: RETENTION & GRADUATION

Among the 2 year campuses in the system, full-time retention rates are relatively stable while part-time retention rates and graduation rates are much more variable.



- EACC produced the highest first year retention rates across their entire student population with 56% FT and 52% PT rates
- Further investigation is warranted to understand what methods have been successful at EACC and can be leveraged by ASU institutions
- ASU-Mid South had the lowest retention rates of the peer group and the system for full and part time students

It's crucial for campuses to share best practices across the system to enhance overall student success.

Source: IPEDS, Arkansas Department of Higher Education

OPPORTUNITY CALCULATION

Investment in new technologies and policy revision related to retention have the ability to produce positive net tuition revenue returns over several consecutive years as the cohort progresses.

Row		2016 Fall	2% Increment	5% Increment
1	**Year 1 Students**	**1,609**	**1,609**	**1609**
2	Retention %	72.8%	75%	78%
3	Year 2 Students	1,171	1,207	1,255
4	Net New HC	-	36	84
5	NTR per HC	$4,589	$4,589	$4,589
6	**Year 2 NTR Impact**		**$165,204**	**$385,476**
7			**2% Increment**	**5% Increment**
8	**Year 2 Students**	1,171	1,207	1,255
9	Retention %	63%	65%	68%
19	Year 3 Students	738	785	853
11	Net New HC	-	47	115
12	**Year 3 NTR Impact**		**$215,683**	**$527,735**
13			**2% Increment**	**5% Increment**
14	**Year 3 Students**	**738**	**785**	**853**
15	Retention %[1]	47%	48%	50%
16	Year 4 Students	347	377	444
17	Net New HC	-	30	97
18	**Year 4 NTR Impact**		**$137,670**	**$445,133**
19	**TOTAL NTR IMPACT**		**$518K**	**$1.36M**
20	**Productivity Funding**		**$238K**	**$595K**

- *With every 1% improvement in retention, ASUJ can expect incremental growth of ~$73K in net tuition within a cohort*
- *Improvements to Year 1 to Year 2 retention ranges from $165K to $385K*
- *In total, the financial impact of improved retention ranges from $756K to $1.96M*
- *Stated goals for the Chancellor's Commission on Completion, include raising first year retention to 85% for the 2019 cohort*
- *The table shows incremental progress that can be made in the years prior to 2020 when the goal will be measured*

FTFT 2016 Cohort was utilized as the starting headcount for the sake of the analysis.
Most recent retention rates were utilized as the baseline for each year shown.

RECOMMENDATIONS

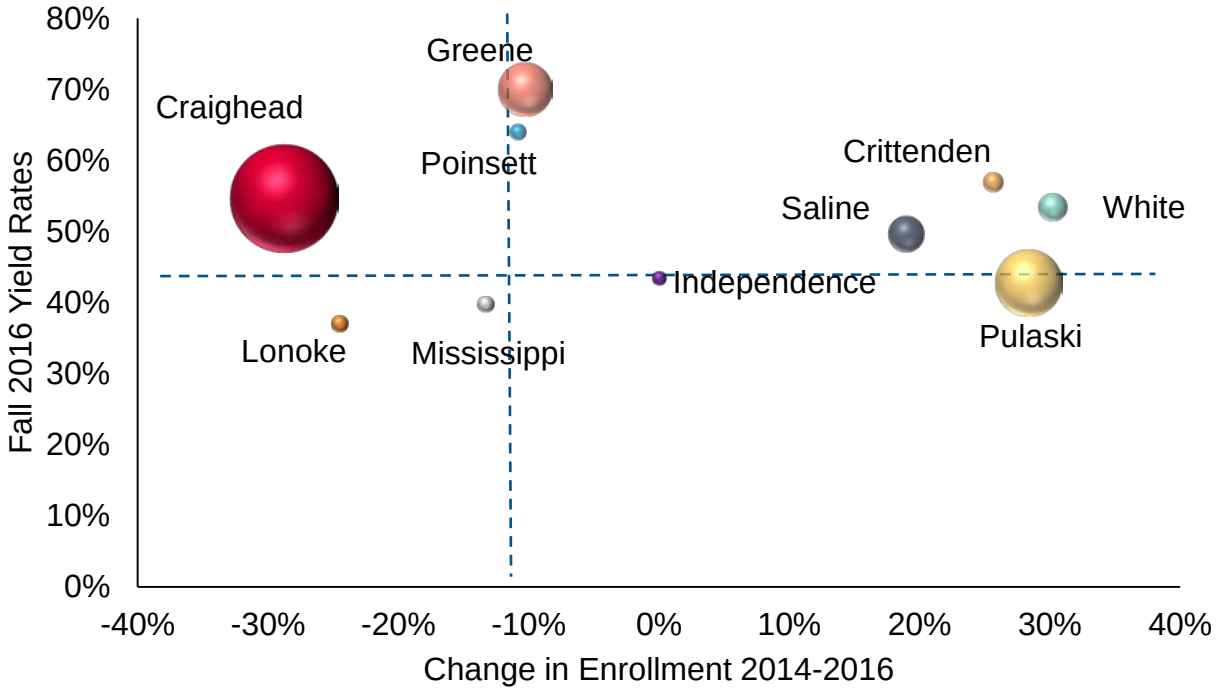
As the system looks to bolster enrollment, a continued commitment and focus towards retention and graduation will provide financial and social benefits as more students are retained and go on to graduate.

	Pillar of Student Success	Recommendations
1	Academic Capability	Utilize new data tools to identify at-risk student populations to inform specific intervention techniques and programs
2		On-going data governance is necessary to ensure the most accurate data is available for relevant analyses
3		Analyze D/F/W rates in gateway courses layered into student data to understand key barriers to progression
4	Financial Ability	Work with Financial Aid office to lower amounts of unmet need per student
5		Explore possibilities for students regaining lost scholarships after freshman year
6	Sense of Belonging	Engage campus partners from Student Affairs to understand opportunities to enhance the student experience
7		Conduct focus groups with a diverse, representative sample of current students to gather perspectives and insight
8	Wellness	Utilize Starfish in a more consistent manner so student-staff interactions, concerns, etc. are logged and appropriately followed-up
9		Hire additional case managers to assist in reaching out to at-risk students

IN-STATE ENROLLMENT TRENDS

Over the past 3 years, incremental increases in out-state, undergraduate student recruitment have been negated by significant declines to in-state, undergraduate enrollment.

Top Arkansas Counties by Full-Time Enrollment 2014-16



Bubble size represents FTFT enrollment in 2016 Fall

Dotted lines represent ASU total values

- Craighead county, where ASUJ is located and where the largest proportion of current students are from, yielded **over 100 less students** from the fall of 2014 to the fall of 2016
- Pulaski county which encompasses Little Rock, has shown impressive enrollment increases(28%) given the competition from UALR and UCA

Source: Enrollment Funnel Data 2015 & 2017 provided by Astate Institutional Research and Planning

RECOMMENDATIONS

Recent declines in enrollment have increased the need to reevaluate current recruitment strategies and understand the cost/benefit of existing and newer ventures.

	Function	Recommendations
1	Enrollment Data	Monitor the ROI of moving a counselor to the STL area and assess yield rates from out-of-state target counties
2		Monitor the yield rates on student data purchased from NRCCUA
3		Collect, aggregate, and use data in predictive modeling for more accurate recruitment forecasting
4	Structure & Programming	Enhance value proposition of the campuses within the system and incorporate into marketing materials
5		Consolidate admissions processing functions back into the enrollment services functional area.
6		Identify gaps in the admissions process relative to top peers
7	Key Stakeholders	Poll local HS counselors to further understand the declines within the Craighead and Greene counties
8		Reevaluate alumni engagement within the admissions process

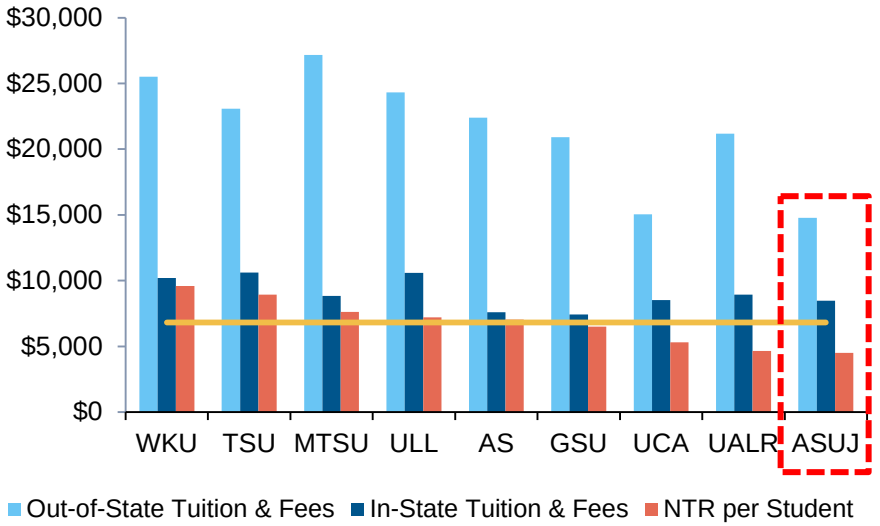
ENROLLMENT: DISCOUNTING STRATEGY

Tuition discounting plays a vital role in both the overall recruitment strategy of the institution, as well as directly impacting the magnitude of net tuition revenue for the institution.

Case for Change

- ASU currently offers the "most affordable" out-of-state tuition in the peer group at almost $7K below the peer average
- In addition to having a low out-of-state sticker price, out-of-state students are often awarded tuition waivers which reduce tuition to in-state rates ($8,478), with additive scholarships applied in certain cases
    - Heavy discounting reduces the effect of increased revenue that out-of-state enrollments typically bring in
- Low tuition prices, coupled with high discount rates are reflected in ASUJ's average NTR, which is the lowest of the peer group ($4,514 per student)

NTR and Tuition & Fee Pricing[1]

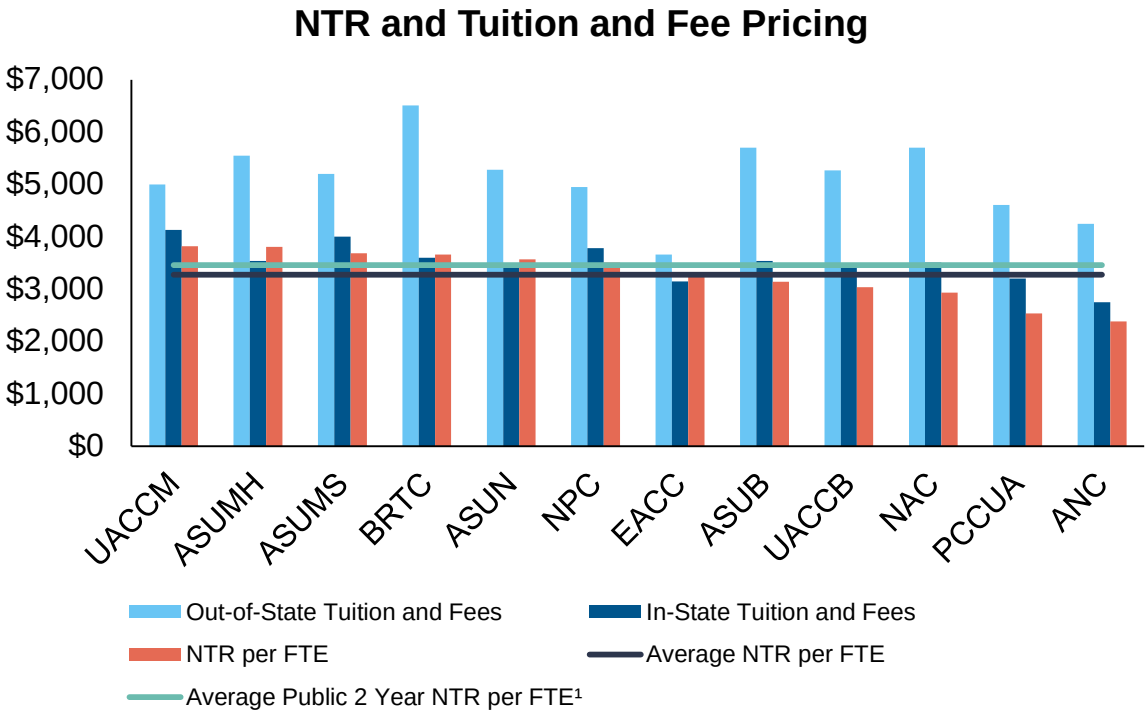


Opportunity	Financial	Service	Implementation	Risk	Realization	Score
Develop discounting strategy to award aid more effectively	$2MM+	9	5	2	5	7.4

Source: IPEDS, Institutional Websites
[1]2017-18 Tuition and Fees Shown, NTR is calculated utilizing 2015 figures from IPEDS

TUITION AND FEES BENCHMARKING

Tuition pricing on the two year campuses remains competitive relative to peers, with every campus except Newport charging above average in-state tuition.



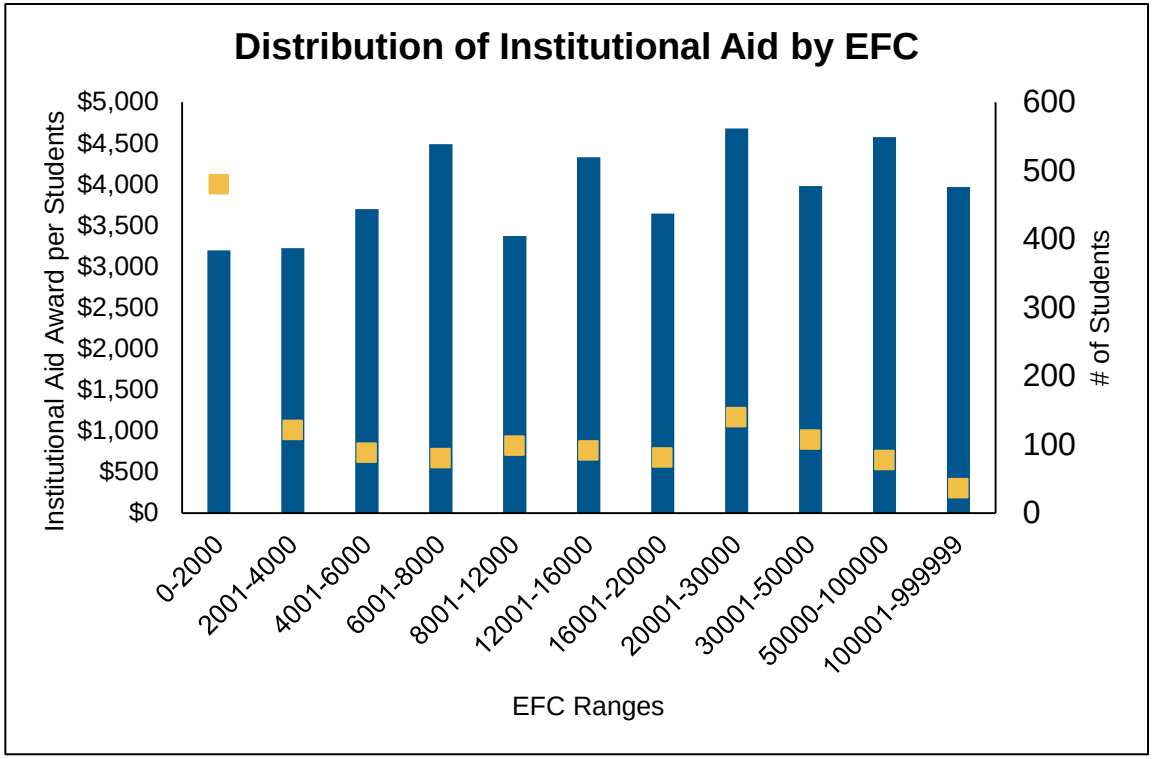
- ASU-Mountain Home and Mid-South have the highest NTR per FTE of the two-year campuses in the system with $3,809 and $3,683
- Of the two year campuses in the system, only Beebe fell below both the peer group and national average in NTR per FTE at $3,139

Overall, the two year campuses showed strong Net Tuition Revenue amounts per FTE, with the average of the four campuses exceeding the national average by 2.5%.

Source: IPEDS, Arkansas Department of Higher Education
¹College Board Institutional Revenues per Full-Time Equivalent (FTE) Student in 2014 Dollars at Public Institutions, 2004-05, 2009-10, and 2014-15

INSTITUTIONAL AID DISTRIBUTION BY EFC

Arkansas State distributes merit-based institutional aid utilizing a criteria matrix. This scholarship policy results in the neediest students on campus receiving the lowest amounts of aid on average.



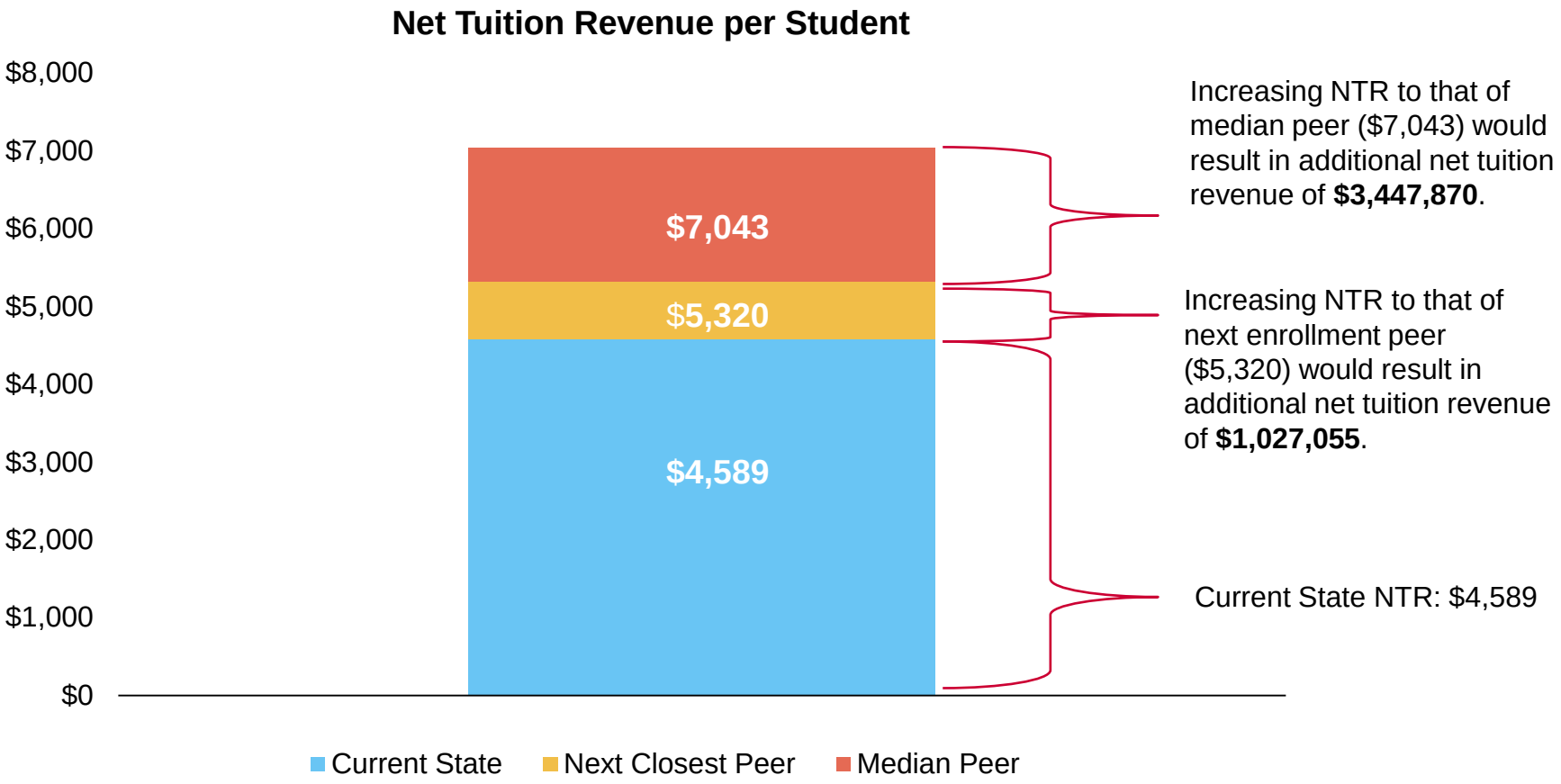
- Of FTFT students with available Estimated Family Contribution data, the cohort with the lowest ability to pay received the lowest amount of institutional aid on average at $3,196
- The two cohorts with the lowest ability to pay comprise over 40% of FTFT students, while receiving the lowest amounts of institutional aid
- By awarding aid solely off merit, there runs a risk that even with federal grants, the neediest students on campus will not be able to afford the cost of attendance

ASU should consider reevaluating scholarship award policies to adopt a more holistic and data driven approach to the award process.

Source: Enrollment Funnel Data provided by Astate Institutional Research and Planning

OPPORTUNITY CALCULATION

Through either increases to out-of-state tuition or the revision of existing scholarship policies, net tuition revenue per student can be increased to reach close enrollment peer, UCA.



NTR calculations multiply the current state NTR of $4,589 by the current 2017 cohort of first time, full-time freshman 1405

RECOMMENDATIONS

In light of public pressure to keep in-state tuition prices steady, Arkansas must reexamine scholarship policies as well as its out-of-state tuition and pricing strategy to maximize net tuition revenue.

	Function	Recommendations
1	Data	Track net tuition revenue for First Time, Full Time Students to rationalize financial aid amounts
2		Simulation analysis and stress testing to assess the impact of sticker tuition, net cost, and any aid scenarios
3		Conduct price elasticity study and survey of prospective students around pricing perceptions and value
4	Process	Incorporate sophisticated, data-driven analysis into the institutional aid award process to capture higher amounts of NTR per student
5		Model out-of-state tuition and fees scenarios which align with enrollment peers

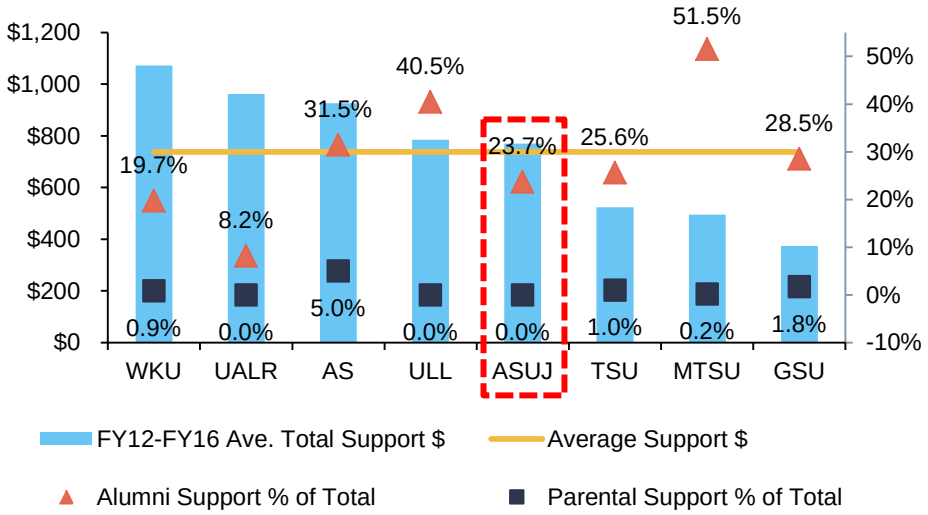
DEVELOPMENT

ASUJ receives strong corporate donor support but lags behind peers in alumni outreach, parental outreach, alumni fundraising dollars, and parental fundraising dollars.

Development Benchmarking

- ASUJ has raised an average[1] of $183 per FTE from alumni over the past five years compared to an average of $199 among the peer set
- ASUJ has solicited on average 95.8% of recorded alumni over the past five years and has seen alumni participation of 6.5%, which falls in the middle of the peer set
- ASUJ has not fundraised from parents over the past five years compared to an average of $10 per FTE among the peer set
- ASUJ receives an average of $247 per FTE from corporations compared to an average of $189 among the peer set

Average Total Support [2, 3] per FTE FY12-FY16



Opportunity	Financial	Service	Implementation	Risk	Realization	Score
Enhance alumni fundraising	$250K - $500K	5	6	8	5	4.4
Enhance parental fundraising	$0 - $250K	5	6	8	5	4.4
Improve prospect gathering	$0 - $250K	10	6	8	5	5.4

[1] All averages are from FY12-FY16
[2] FTE data was sourced from IPEDS FY12-FY16
[3] Support data was sourced from VSE survey data FY12-FY16

ALUMNI DONORS

Huron cross-referenced alumni gift data with general AOR data in order to examine the profile of those alumni who are not giving.

2016 Alumni Donors vs. AOR Who Did Not Donate

	Current Donors Sum (000s)	Count	% $s	% Count	*Missing Donors* % of AOR Missing
65+	$1,001	2,330	47%	20%	13%
56 to 64	$539	2,902	26%	25%	13%
46 to 55	$281	2,589	13%	22%	20%
36 to 45	$222	2,286	11%	20%	26%
20 to 35	$67	1,472	3%	13%	28%
Total	**$2,110**	**11,579**	**100%**	**100%**	**100%**

**8,802 did not report age*

Male / Female Split	**54 / 46**	**40 / 60**
Living in AR	**80%**	**79%**
Living in Jonesboro	**32%**	**16%**
Living in Little Rock	**5%**	**5%**

2016 Alumni Donor Most Common First Reported Major

- *Business Admin. – 6%*
- *Accounting – 6%*
- *Physical Education – 5%*
- *Elementary Education – 4%*
- *Nursing – 4%*

1. Since 2014, ASUJ has received donations more consistently from a older-skewing demographic. ~73% of the total alumni donations came from alumni ages 56+ [1]
2. Just over half (~54%) of the AOR who did not donate in 2016 were between the ages of 20 - 45 [1]
3. 60% of those AOR who did not donate in 2016 were female and 79% of them live in AR

ASUJ has an opportunity to further engage with a younger alumni demographic in order to establish a pipeline for future alumni donations.

[1]Source: ASUJ 2014, 2015, 2016 Alumni Gift Data
Some ASUJ alumni population demographic information was sourced from its website

RECOMMENDATIONS

Based on initial analysis, key stakeholder insights, Huron suggests the following recommendations related to Alumni Engagement.

	Function	Recommendations
1	Process	Focus on closing the gap between AOR and Total Alumni by developing strategies for stewardship & cultivation of alumni donors
2		increase utilization of Advancement technology in order to bring alumni support per FTE closer to peer levels
3		Focus on engagement with younger alumni in order to develop long term relationship for future giving
4		Establish alumni engagement programs on two-year campuses
5	Technology	Evaluate current use of Banner Advancement on ASUJ campus and identify utilization gaps
6		Consider and assess additional advancement technology add-ons from third-party vendors (e.g., donor management and advancement analytics)
7		Consider using ASUB as test case for Talisma implementation

OUTSOURCING COLLABORATION STRATEGY

The ASU System currently outsources several functions on campus; however, there are opportunities to streamline these partnerships across the system and to further analyze outsourcing to realize cost savings.

Case for Change

- In the current state, Dining, Bookstore, Janitorial/Custodial, and Printing Services are handled differently on each campus. Some outsource and others operate these functions in house
  - Dining: Sodexo & Great Western Dining
  - Bookstore: Follett & BBA Solutions
- Printing Services on ASU-Jonesboro's campus represents a hybrid solution. In addition to an on-campus print shop that brings in revenue from external clients, ASUJ entered into an agreement with Xerox in 2016 for a managed print solution
- Based on current analyses, Printing Services is showing a profit
- Outsourcing strategies involve several considerations:

✚ Shift risk & cost burdens to 3rd party	▬ Politics; Profitability depends on contract details

ASU System – Known Vendor Provided Services

Functional Area	ASU	ASUB	ASUMH	ASUN	ASUMS
DINING	**Sodexo**	**GWD**	**Subway**	In House	In house
BOOKSTORE	**Follett**	In house	**Follett**	**BBA**	**BBA**
PARKING	In house	In house	In house	In house	In house
PRINTING	**Hybrid**	In house	In house	In house	In house
JANITORIAL	In house	**Marcis**	In house	In house	**Marcis**

Opportunity	Financial	Service	Implementation	Risk	Realization	Score
Perform comprehensive evaluation of current and potential outsourced operations	$500K - $1MM	6	5	2	5	4.4

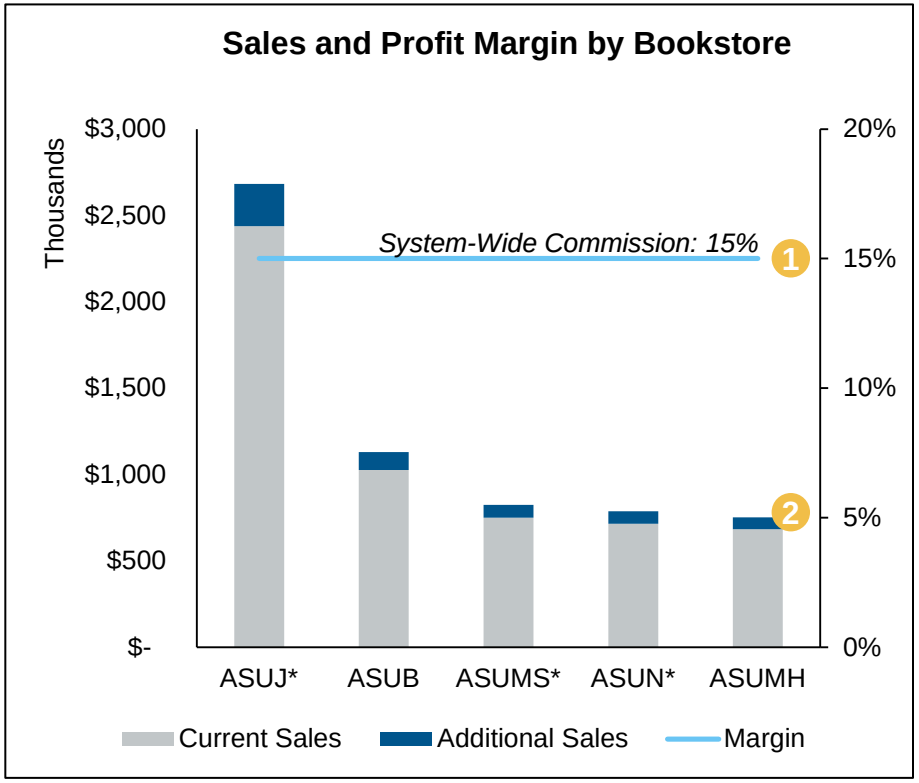
RECOMMENDATIONS

Across the System, Huron recommends investigating the following recommendations with regards to auxiliary and outsourced operations.

	Function	Recommendations
1	People	Identify owners of each vendor managed service for each campus
2		Identify position that can own inventory of outsourced service contracts and vendor relationships for system moving forward
3		Identify Printing Services resources on campuses outside of Jonesboro and discuss capacity needs / availability
4	Process	Consider issuing System-wide RFP for Bookstore Operations
5		Consider issuing System-wide RFP for Dining Services
6		Monitor revenues from internal and external customers in FY2018
7	Technology	Identify contract repository solution for system contracts for vendor provided services

BOOKSTORE: OPPORTUNITY CALCULATION

The range in commissions awarded through contract, and the margin generated through in-house operations indicates an opportunity to negotiate a system-level deal that will be more profitable.



1 Moving all campuses to a 15% commission under FY17 sales ($5.6MM cumulatively) would result in **increased profits of just over $200k** – with Beebe and Newport capturing the majority.

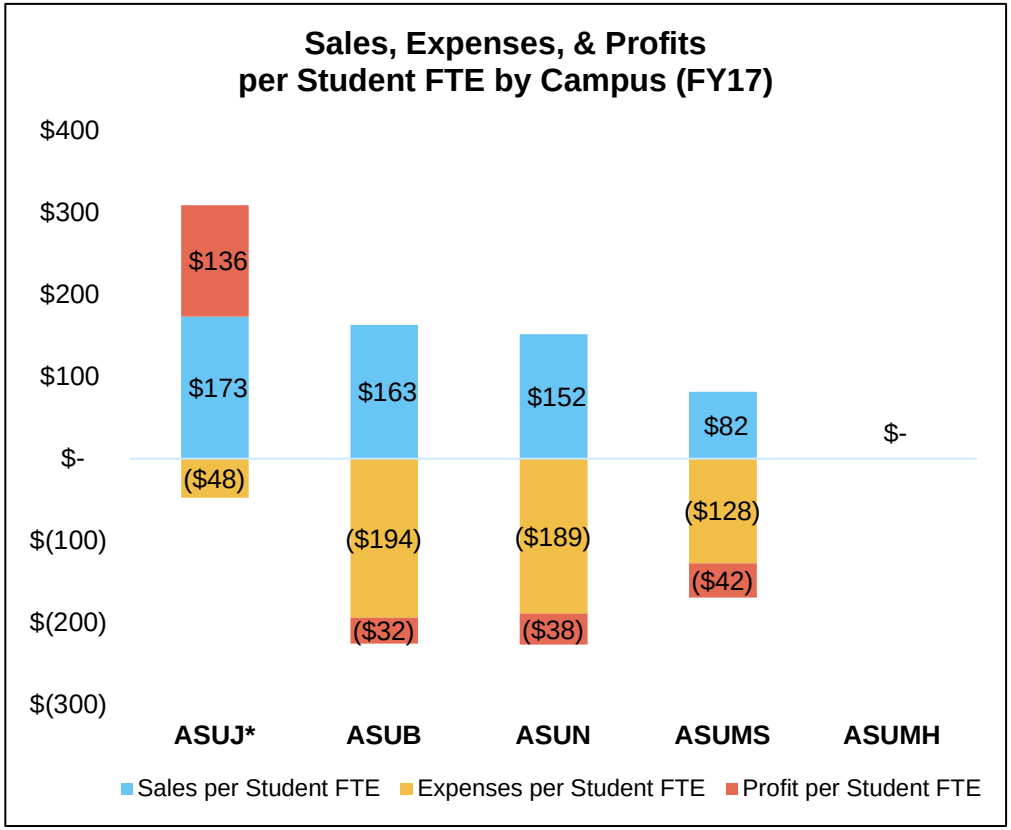
2 Increasing sales at each campus by 10%, through enrollment increases, renovated stores, and innovating offerings would **generate an additional $84k**.

Combined with the additional revenues of $284K, moving to a System-level contract may provide other benefits like store renovations, increased product offerings, student discounts, or even a higher commission rate.

Campus revenue and expense data FY17
Campus bookstore contracts

DINING: OPPORTUNITY CALCULATION

Only ASUJ generates a profit from its Dining Services operation, while three of the four two-year campuses provide subsidized meals for students.



Generally speaking, the larger vendors (Sodexo, Aramark, etc.) generate their profits through limiting expenses due to their scale:

- **Low Opportunity:** Reducing the dining expenses per FTE to equal costs through either a third-party vendor or a model like ASUMH would result in **savings of just over $185K**
- **High Opportunity:** Securing a contract for the system that reduces the expense per student to $100, while keeping sales steady, would result in **cost savings and revenue generation of $417K** for the two-year campuses

Ultimately the profitability of an outsourced model is contingent on negotiating and attractive arrangement, however there is undoubtedly opportunity to reduce expenses for the two-year campuses through a number of models.

Campus revenue/expense files FY17
Campus Dining Contracts

PROCUREMENT

ASU-Jonesboro has a significant opportunity to transform procurement and travel management in order to realize cost savings and operational efficiencies.

Case for Change

- The current technology landscape within Purchasing & Payment Services at ASUJ requires manual processes, including several that are paper-based, leaving room for operational efficiencies
- Opportunities to support strategic sourcing, spend analytics, and category management exist to further realize cost savings at ASUJ
- ASUJ is moving in the right direction by implementing the current Concur Expense module. However, opportunities exist to evaluate the entire Travel Management program including the implementation of the Concur Travel module to drive additional cost savings and efficiencies

Examples of Potential Strategic Sourcing Activities

FY 17 Level 2 Categorization Summary
Sample Strategic Sourcing Focus Areas[1]

Level 2 Category	FY17 Spend ($K)	% of Spend	Est. Avg. Savings Range Low - High
MAINTENANCE AND REPAIR SERVICES[2]	$7,901	31%	3% - 6%
TRAVEL	$5,103	20%	2% - 3%
COMPUTER HARDWARE	$4,950	19%	7% - 12%
OFFICE SUPPLIES	$2,040	8%	11% - 15%
MAINTENANCE AND REPAIR PRODUCTS	$1,687	7%	5% - 9%
SCIENTIFIC SUPPLIES	$1,580	6%	1% - 4%
STAFFING	$840	3%	4% - 7%
DOCUMENT SERVICES	$769	3%	7% - 10%
FURNITURE	$561	2%	4% - 7%
Focus Area SubTotal	**$25,430**	**100%**	

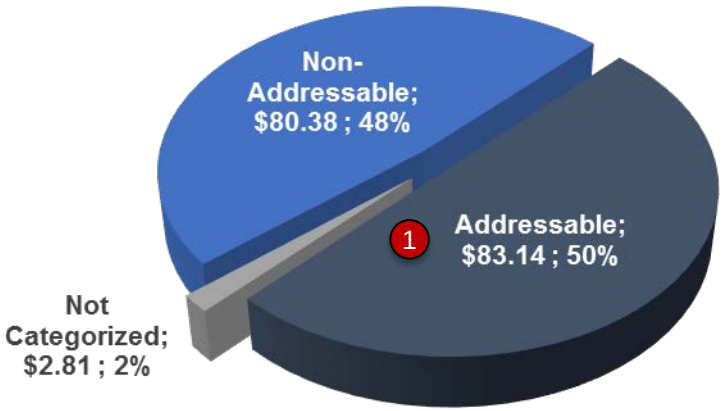
Opportunity	Financial	Service	Implementation	Risk	Realization	Score
Implement technologies to automate processes	$500K - $1MM	9	3	3	6	X
Initiate strategic sourcing efforts	$1MM - $2MM	5	4	3	5	X
Assess travel program	$0 - $250K	8	3	3	7	X

Source: ASUJ Transaction level AP, PCARD, & Travel Data
[1] Further analysis on specific vendor transactional sub-category data may impact savings estimates
[2] The above TRAVEL spend includes AP, Pcard, Dept. card, and Tcard spend

SPEND CATEGORIZATION OVERVIEW & APPROACH

The data was further cleansed and categorized to identify categories of spend influenced by strategic sourcing efforts.

ASU System Spend Categorization Summary[1]



Type	Description
Addressable	Spend influenced by strategic sourcing efforts, i.e. competitive pricing, financial incentives, improved supplier relationships, process efficiencies, etc.
Non-Addressable	Spend not influenced by strategic sourcing efforts, i.e. internal transfers, not-for-profit institutions, government payments, dues and memberships, payroll, etc.
Not Categorized	Vendors with nominal spend, unidentifiable names

1 Huron found that of all the Procurement data received by the ASU System, roughly ~50% of it is addressable spend

Huron further examined the ASU System's addressable spend in order to better understand opportunities for cost savings achieved through strategic sourcing efforts.

[1]Source: ASU System Transaction level AP, PCARD, & Travel Data / All Spend & Transaction data is FY1617, except for ASUMH which is FY1516

STATE CONTRACTS

In order to gain visibility to the contracts that the ASU System is utilizing, Huron further examined three Level II categories that represent shorter-term opportunities.

Maintenance and Repair Products

No.	Vendor	Spend (000s)
1	JOHNSON CONTROLS, INC.*	$9,488
2	GRAINGER	$232
3	SHERWIN WILLIAMS	$128
4	HUGG AND HALL EQUIPMENT CO	$126
5	GIBSON'S SIGN MART INC	$118
6	MID SOUTH PLUMBING AND ELECTRIC	$102
7	FILTRATION CONCEPTS	$91
8	GAZAWAY ACE HARDWARE	$90
9	MARTIN INDUSTRIAL SUPPLIES	$87
10	INTERFACE AMERICAS INC	$84
	Top 10 Sub-Total	$10,547
	MRO Products Total	***$11,852***
	Top-10 % of MRO Products Total	89%

**Johnson Control Facilities Upgrade Project*

State Contract

Office Supplies

No.	Vendor	Spend (000s)
1	STAPLES	$609
2	AMERICAN PAPER & TWINE	$243
3	GODDESS PRODUCTS INC.	$222
4	ATHENS PAPER CO	$148
5	PRINTING PAPERS, INC.	$116
6	GOVERNMENT SUPPLY SERVICE	$84
7	OFFICE DEPOT	$62
8	MAC PAPERS	$49
9	PIP CHED ROC INC	$28
10	MONO MACHINES LLC	$22
	Top 10 Sub-Total	$1,582
	Office Supplies Total	***$1,717***
	Top 10 % of Office Supplies Total	92%

Computer Hardware

No.	Vendor	Spend (000s)
1	DELL	$2,408
2	CDW INC.*	$1,491
3	HOWARD TECHNOLOGY SOLUTIONS*	$889
4	APPLE	$746
5	SOFTWARE HOUSE INTERNATIONAL*	$251
6	GOVCONNECTION, INC.	$172
7	SIVAD, INC.	$125
8	SOUND CONCEPTS INC	$27
9	EQUIPMENT ZONE INC	$25
10	INTERNATIONAL COMPUTER SYSTEMS INC	$21
	Top 10 Sub-Total	$6,155
	Computer Hardware Total	***$6,252***
	Top 10 % of Computer Hardware Total	98%

**State EMC Contract Partner*

- A closer look at the ASU System spend within the Maintenance and Repair Products, Office Supplies, and Computer Hardware Level II categories reveals a combination of spend on-and off-state sourced contracts

Filtering spend through eProcurement technology on a common agreement at the system-level can create opportunities for improved pricing, discounting, and rebates to generate savings and operational efficiencies

Source: ASU System Transaction level AP, PCARD, & Travel Data / All Spend & Transaction data is FY1617, except for ASUMH which is FY1516

OPPORTUNITY CALCULATION

Based on the initial spend categorization and vendor analysis, Huron suggests that the ASU System consider the following strategic sourcing roadmap.

			Estimated Opportunities (000s)				
Waves	**Level II Category**	**Spend (000s)**	**Low %**	**High %**	**Low $**	**High $**	**Sourcing Complexity**
0 - 6 months	COMPUTER HARDWARE & PERIPHERALS	$6,252	3%	7%	$188	$438	●
	OFFICE SUPPLIES	$1,717	11%	15%	$189	$258	●
	IMAGING EQUIPMENT	$717	4%	8%	$29	$57	●
7 - 12 months	MAINTENANCE AND REPAIR PRODUCTS*	$2,364	5%	9%	$118	$213	●
	MAINTENANCE AND REPAIR SERVICES	$5,907	3%	5%	$177	$295	●
	TRAVEL AGENCY**	$300	*Reduced Fees*				● / ●
	SCIENTIFIC SUPPLIES	$1,661	1%	4%	$17	$66	● / ●
13 - 18 months	DOCUMENT SERVICES	$1,098	3%	7%	$33	$77	● / ●
	FURNITURE	$596	4%	7%	$24	$42	● / ●
	CATERING	$1,049	2%	3%	$21	$31	● / ●
	FOODSERVICE PRODUCTS	$498	1%	2%	$5	$10	● / ●
19 - 24 months	STAFFING	$845	3%	6%	$25	$51	● / ●
	BANKING	$4,953	*Increased Rebates*				● / ●
	SOFTWARE	$4,309	1%	2%	$43	$86	●
	TELECOMMUNICATIONS	$2,383	2%	4%	$48	$95	●
25 - 30 months	LODGING	$1,755	1%	2%	$18	$35	● / ●
	GROUND TRANSPORTATION	$1,399	1%	3%	$14	$42	● / ●
	AIR TRAVEL	$926	1%	2%	$9	$14	●
	Strategic Sourcing Roadmap SubTotal	**$38,730**	**2.5%**	**4.7%**	**$957**	**$1,810**	

**Johnson Controls was removed from MRO Products for estimated savings calculations*

***Includes individual travel booking*

Source: ASU System Transaction level AP, PCARD, & Travel Data / All Spend & Transaction data is FY1617, except for ASUMH which is FY1516

All savings numbers are preliminary and pending transactional analysis and benchmarking

RECOMMENDATIONS

Based on the spend analysis, high level contract benchmarking, and key stakeholder interviews, Huron suggests the following procurement related recommendations, in addition to the strategic sourcing roadmap.

	Function	Recommendations
1	Process	Conduct data-driven strategic sourcing in key categories and develop internal demand management capacities, including policies/processes, user communications, and monitoring/enforcement capabilities in tandem with eProcurement
2		Develop a travel management program to proactively support traveler safety, travel spend, and program strategy
3	Technology	Implement eProcurement solution(s) to more efficiently manage demand and extract more favorable contract terms
4		As part of travel management program, ASU should identify a Travel Management Company (TMC) and leverage Concur Travel for online booking

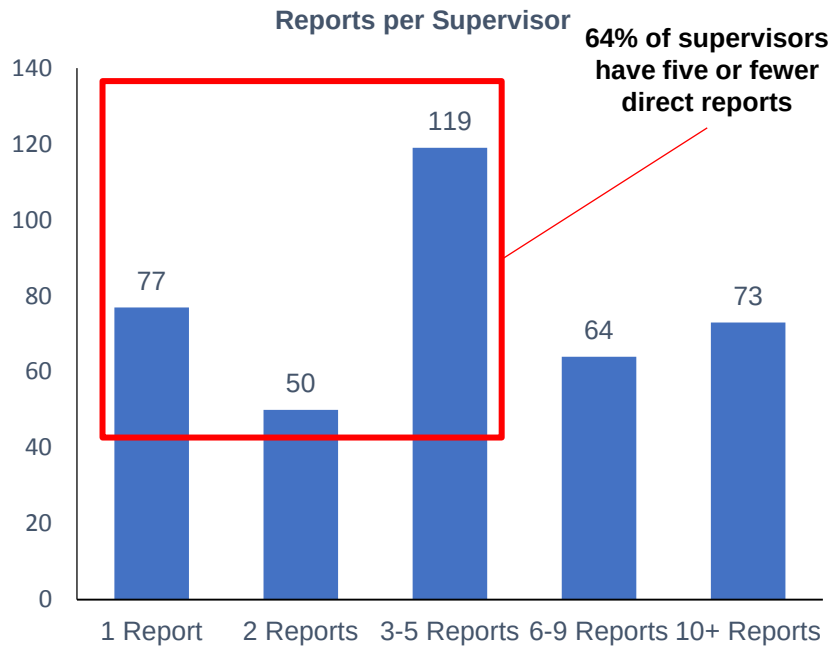
ORGANIZATIONAL DESIGN: SPANS AND LAYERS

Our analysis of organizational structure examined ASU at the system level, campus level, site level, and unit or department level.

Case for Change

- Our analysis indicates that more than one third of supervisors system-wide have only one or two direct reports.
  - An additional 30% of supervisors have five or fewer direct reports
- Low span of control represents a significant organizational cost both in terms of organizational efficiency and in terms of supervisory overhead cost.
- Expanding the number of direct reports that supervisors are responsible for is important for the following reasons:
  - Managing more direct reports expands a supervisor's management experience and capability
  - Titles associated with supervisory responsibility, regardless of number of direct reports, typically carry a salary premium

Direct Reports per Supervisor[1]



Opportunity	Financial	Service	Implementation	Risk	Realization	Score
Redesign Organizational Structure	$1MM - $2MM	5	3	2	3	5.3

1. Institutional HR files

RECOMMENDATIONS

Huron considers the following recommendations to be critical to any organizational redesign efforts across the ASU System institutions.

	Function	Recommendations
1	People	Assess skill level of current workforce to identify gaps.
2		Set organizational targets for spans and layers based on best practices and establish process for implementation.
3	Process	Assess existing training and process documentation to identify gaps.
4		Detailed process redesign should be performed within key functional areas.

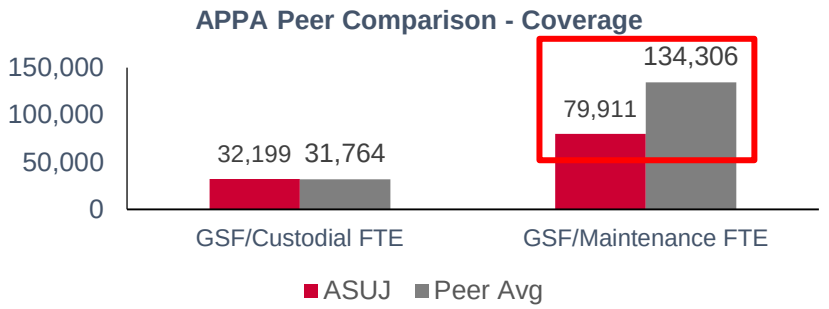
FACILITIES OPERATIONS

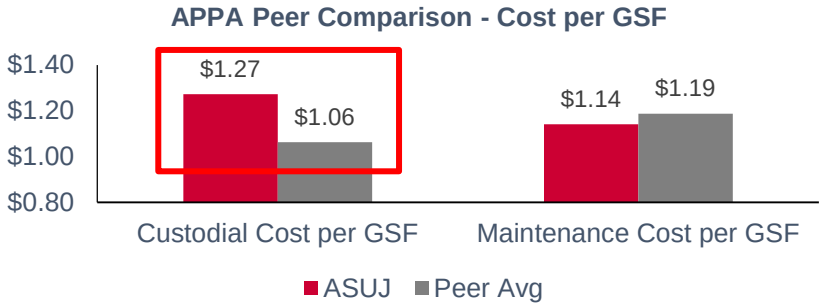
ASU Jonesboro compares well against its peer institutions in some functional areas but initial benchmarking suggests potential opportunities for improvement.

Case for Change

- ASU Jonesboro commits a greater percentage of budget to Maintenance and a lower percentage of budget to Grounds and Custodial Operations relative to peer institutions
- The area covered by each Maintenance FTE is lower than peer institutions, suggesting an opportunity for right-sizing facilities operations teams
- Total expenditure per custodial GSF is greater than the peer average suggesting an opportunity for overall reduction in cost
- Design standards are uncommon across the ASU System which may:
  - Increase the cost of procurement for replacement items (e.g., light bulbs, and faucets)
  - Reduce the efficiency of custodial operations as some surfaces and building materials are more time-consuming to clean

APPA Peer Comparison[1]





Opportunity	Financial	Service	Implementation	Risk	Realization	Score
Reorganize Facilities Operations	$500K - $1MM	3	2	3	3	3.7
Clearly define and publish system-wide design standards	$250K - $500K	8	3	8	8	5.3

1. APPA data provided by ASU-Jones

PROCESS OBSERVATIONS

During the course of our interviews, we observed several key themes across ASU facilities management units.

1 Work Orders

- Two of five campuses utilize work order management technology systems (ASUJ, and ASUMH)
  - Technology is not used to its full potential thus limiting process efficiency and the ability to track, report, and act on key metrics
- Three of five campuses have manual work order processes
  - Paper-based processes are inefficient
  - Preventative maintenance is often not tracked
  - Performance is not measured

2 Inventory/Procurement

- Frequent use of P-Cards for purchasing supplies was indicated
  - Costly to make individual purchases rather than leveraging procurement contracts
  - Indicative of problems maintaining required inventory of goods
- All campuses except for ASU Jonesboro indicated manual processes for requesting a purchase from the procurement department or requesting inventory from the warehouse

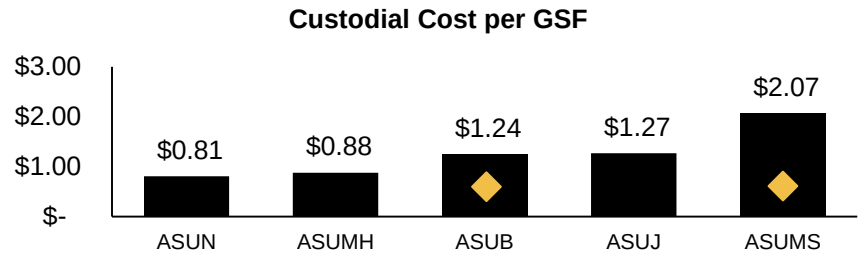
3 Preventative Maintenance

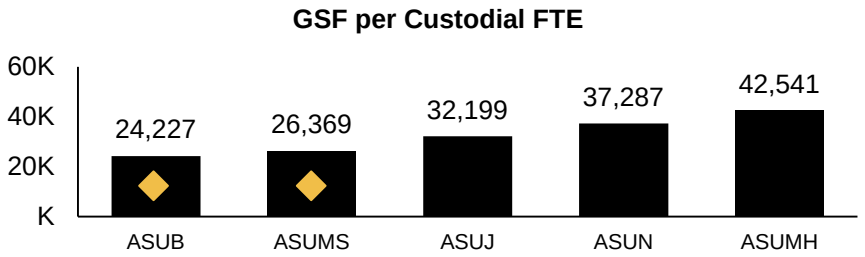
- Preventative maintenance is often not tracked or entered as a work order
- PM is routinely deferred to deploy resources to address reactive maintenance needs
- Deferral of PM is costly and leads to expanded scope and cost of maintenance work in long-term

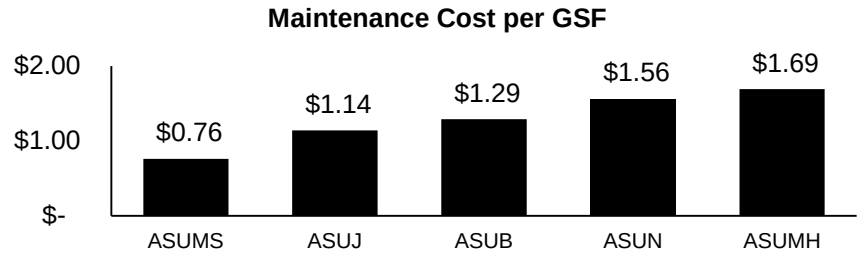
Effective processes for work order management, procurement of supplies, inventory maintenance, and preventative maintenance are required as foundational elements of a successful facilities operations unit.

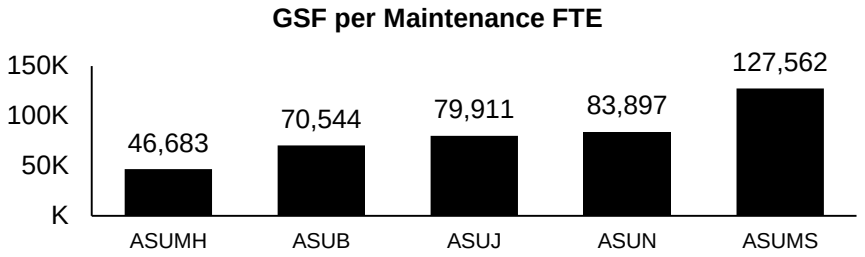
FACILITIES BENCHMARKING – ASU CAMPUSES

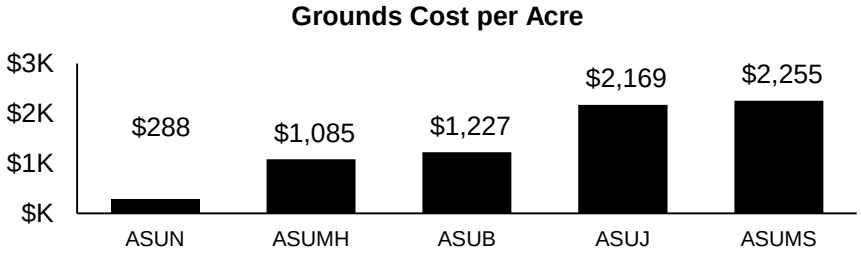
We also compared the other campuses in the ASU System against the Jonesboro Campus.

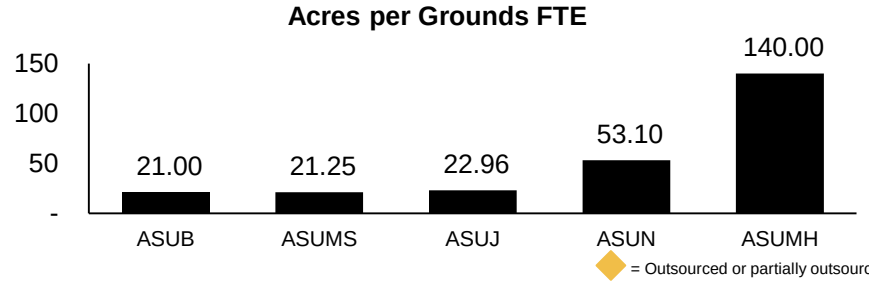












While some campuses appear to have favorable metrics compared to the Jonesboro campus, our interviews indicated that this may suggest that they may lack resources and ability to match standards of excellence.

1. Analysis performed using APPA data provided by ASU Jonesboro
2. Data for Beebe, Newport, Mid-South, and Mountain Home campuses provided directly from facilities leadership at each campus.
3. ASUB Custodial data based on outsourcing contracts and staffing levels

RECOMMENDATIONS

Huron considers the following recommendations to be critical to the success of facilities management throughout the ASU System going forward.

	Function	Recommendations
1	People	Perform compensation analysis to measure performance against market compensation rates.
2	Process	Common processes should be standardized and documented systemwide (e.g., work order assignment/close).
3		Standards for procurement and inventory management should be implemented and enforced to reduce p-card spend within facilities.
4	Technology	ASU should provide a standard set of tools including technology systems (e.g., work order mgmt. sys.) to all campuses.

HUMAN RESOURCES: BENEFITS ADMINISTRATION

Our analysis and research suggests that opportunities exist to reduce costs associated with administration of benefits, which is already centralized at the system level.

Benefits Administration

- A holistic approach to Benefits Administration involves examining the entire portfolio of benefits, comparing to the industry and market, and aligning to best fit the needs of ASU and its employees
- Current policy stipulates that ASU will provide benefits for retirees and spouses post-employment until age 65.
  - Afterward, ASU will be responsible for payment of 50% of the benefit cost for retirees and their spouse
  - This policy extends full contribution from ASU through age 65 for a spouse regardless of age at the primary beneficiary's retirement
- Campuses can address changes to benefits administration in different models (i.e. grandfathering and tiers) as they see fit through shared governance

ASU System Defined Benefit Contributions[1]

Institution	Defined Contribution %
ASU System	10%
Appalachian State University	9.15%
Middle Tennessee State University	9%
University of Central Arkansas	10%
University of Arkansas System	5-10%
Western Kentucky University	8.74%

- ASU System currently offers a 10% retirement benefit contribution (14% at Mid-South Campus).
  - Greater than industry and in-state standards
  - Increased plan participation presents a liability
  - Each 1% reduction in defined benefit contribution will save the ASU System an estimated $1MM

Opportunity	Financial	Service	Implementation	Risk	Realization	Score
Evaluate Benefits Policies	$1MM - $2MM	5	3	1	8	5.2

Note: Retirement Vendor Consolidation opportunity is not included in the above expense reduction estimates because this initiative is expected to yield direct savings to employees only and not to the organization. However, the organization may benefit from indirect savings from reduced administrative obligations. Further review and data is needed to assess potential employee savings opportunity.

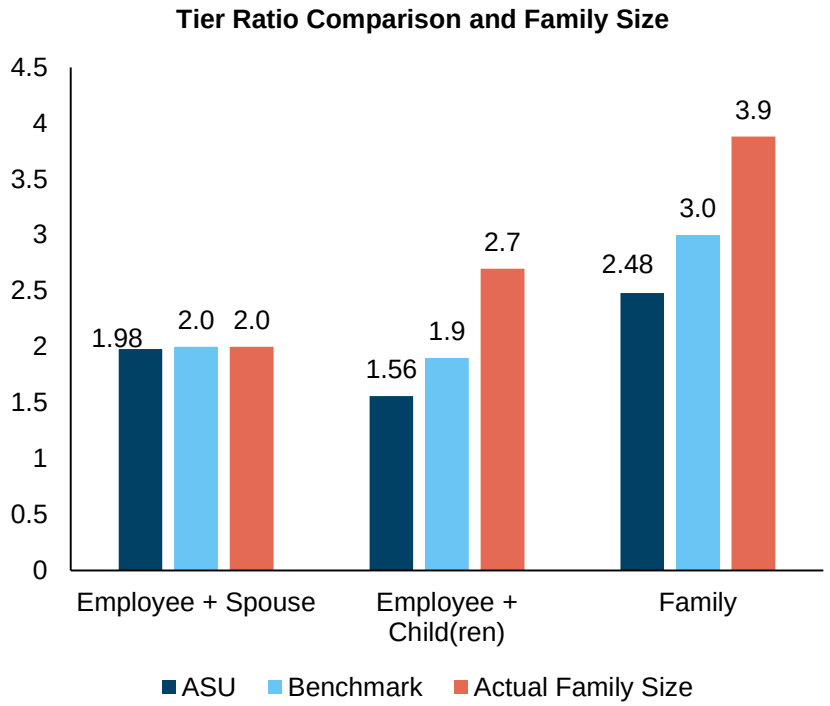
1. Based on 2016 data from ASU System Financial Reports (http://www.astate.edu/a/controller/files/2016financial.pdf)

EMPLOYEE HEALTH PLAN CONTRIBUTIONS

Opportunity exists to modify current tier ratios to more closely match plan cost and increase employee accountability for health through wellness incentives and penalties.

Case for Change

- ASU's current **tier ratios** (the ratio between the cost of the tier and Employee Only coverage) **do not reflect the actual cost of the tier** which results in Employee Only subsidizing dependent tiers. ASU may want to consider migrating rate tier ratios to reduce subsidization and more closely reflect actual costs by tier
- ASU does not have either incentives or penalties for wellness related activity. A recent survey indicated **support for a tobacco use surcharge** among the campuses. Supported by a tobacco cessation program, a smoker surcharge could serve as the first step in development of a wellness strategy



More closely aligning rate tiers with actual costs will allow ASU to reduce subsidies for dependents while maintaining its support for employees.

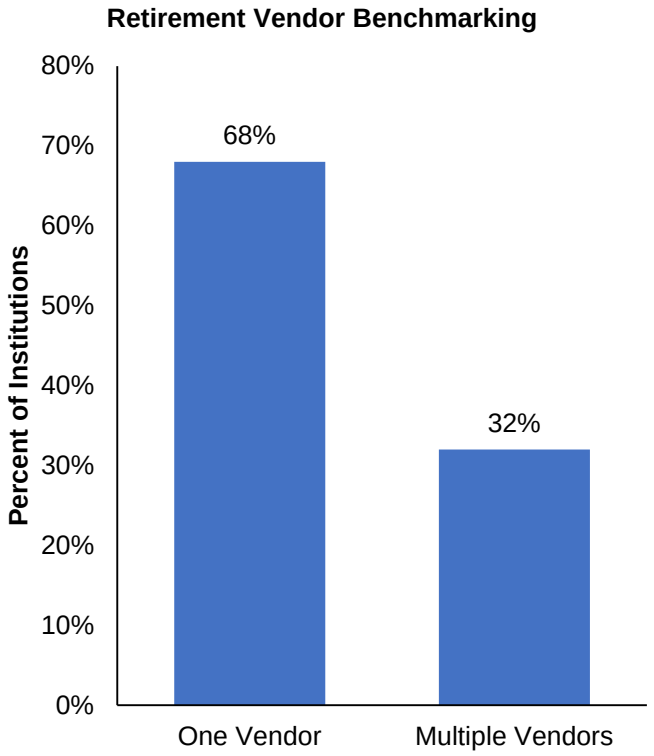
Source: Huron Client Experience Database, non-BBBS plans

RETIREMENT VENDOR CONSOLIDATION

Opportunity exists in in consolidating retirement services to a single vendor.

Case for Change

- ASU utilizes multiple retirement services vendors - TIAA, VALIC, and Voya
- Multiple vendor arrangements are not prevalent practice and may lead to additional complexity in administration, additional complexity and redundancy in investment choices, less effective training and education programs around retirement, and higher fees for employees
- 68% of higher education institutions utilize one retirement vendor while only 32% utilize multiple vendors
- Huron has conducted retirement vendor RFPs in which the client moved from multiple vendors to an exclusive vendor, resulting in a 58% reduction in recordkeeping and administrative fees. Note that fee reductions are typically passed on to the employee and do not benefit the organization directly; however, the organization may benefit for simplified administration and streamlined education/communications



Opportunity exists to consolidate services with an exclusive vendor through a competitive RFP process in order to streamline administration and potentially leverage asset volume for lower fees for employees.

Source: 2017 Transamerica Retirement Plan Trends for Institutions of Higher Education

OPPORTUNITY CALCULATION

Across the ASU System there are opportunities to make small changes to existing benefits that can result in a substantial reduction in cost.

Opportunity	Financial	Service	Implementation	Risk	Realization	Score
Redesign Health Plan	$360K - $460K	4	8	8	10	6
Reduce Retiree Medical Expense	$560K-$840K	1	3	8	10	5.7
Modify Retirement Match Formula	$2.1MM - $3.1MM	5	3	5	5	6.7
Align PTO Accrual Schedules	$40K - $60K	6	3	8	5	4.6

This suggests a systemwide cost reduction opportunity between $3.1MM and $4.5MM

Modification of existing employee benefits and/or benefit structure is not without risk but suggests substantial cost reduction opportunity that can be realized in the near term.

RECOMMENDATIONS

Huron considers the following recommendations to be critical to reducing the cost of benefits administration across the ASU System.

	Function	Recommendations
1	Health	Implement a second lower value plan
2		Incorporate strategies to effectively manage specialty drug spend
3		Align tier rates and ratios to better reflect the actual cost of coverage while at the same time adjusting contribution strategy by rate tier to reduce employee subsidization of dependent tiers
4	Retiree Medical	Develop and implement strategy to reduce retiree medical liability and long term expense
5	Retirement	Review retirement contribution strategy and consider a match-type formula to both reduce expense and increase employee savings for retirement
6		Consolidate vendors to reduce investment fees paid by employees
7	Time off Accruals	Align non-exempt employee accruals with classified accrual schedule
8	LTD Benefit	Provide employees the option of paying taxes on the employer paid premium so that the benefit, when received is non-taxable. This strategy will provide a greater benefit to employees and may allow ASU to reduce coverage from 60% to 50%.

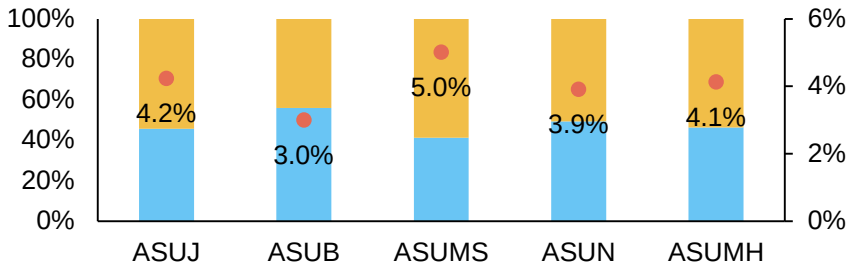
INFORMATION TECHNOLOGY

Campuses appear to align with industry benchmarks individually but could realize economies of scale and provide more value-add services through sharing resources.

Case for Change

- On an individual basis, each ASU campus is near the industry benchmark for overall expenditures (4.1% of OpEx) and staffing (5.0% of Faculty & Staff)[2]
- Across the System four different ERP systems are used, resulting in inconsistent utilization, data, and reporting
  - ASUJ, ASUN, and ASUB recently underwent significant implementations or updates
- A majority (54%) of campuses' IT spend is on non-labor expenses – the majority being ERP systems and other licensing and maintenance (20-30% of total expenses)
- ASUJ has a highly centralized IT organization, supporting over 90% of IT staff where we typically see a 60/40 split

Central IT Spend by Campus[1]



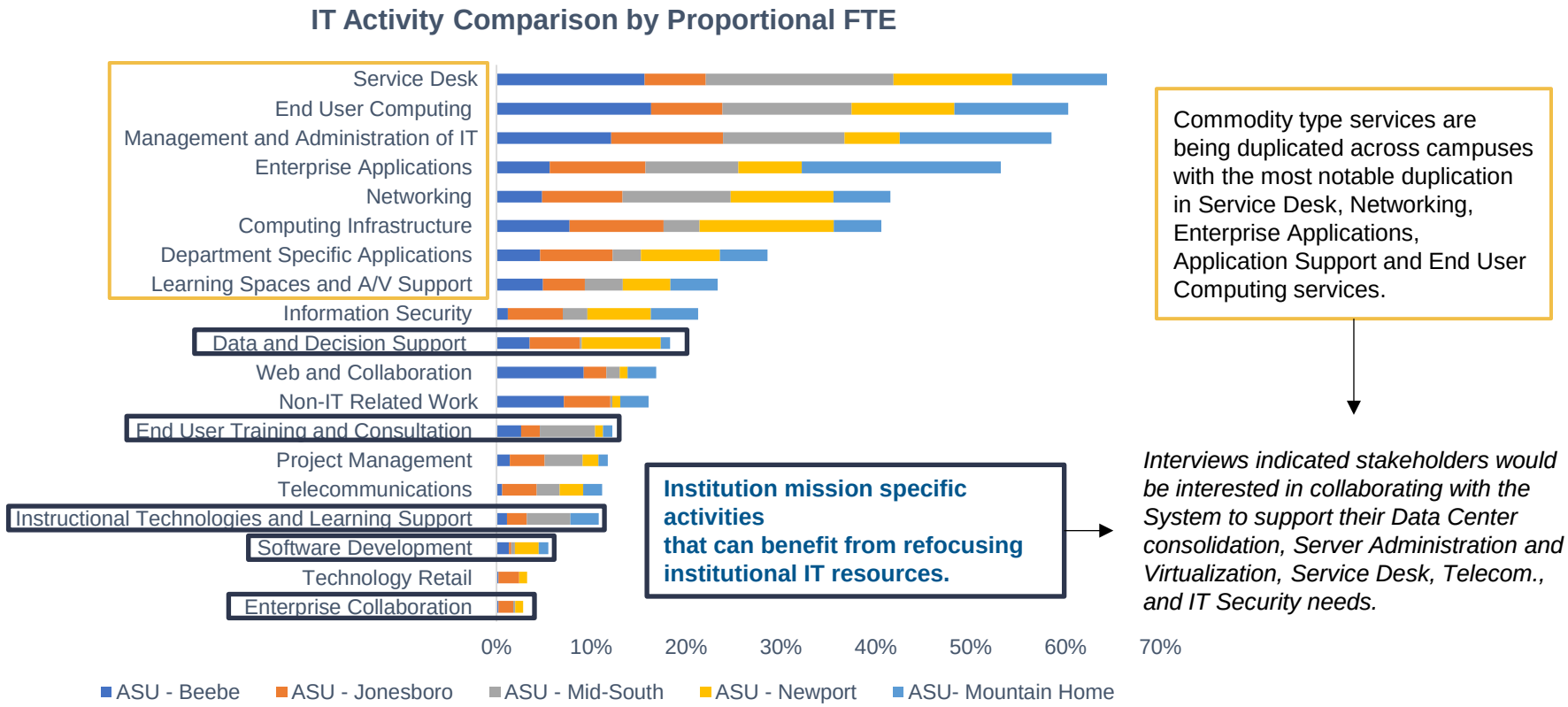
$ in thousands	Labor		Non-Labor		% of OpEx
ASUJ	3,901	46%	4,628	54%	4.2%
ASUB	559	56%	439	44%	3.0%
ASUN	391	49%	401	51%	3.9%
ASUMS	472	41%	670	59%	5.0%
ASUMH	287	46%	332	54%	4.1%

Opportunity	Financial	Service	Implementation	Risk	Realization	Score
Rationalize distributed labor, applications, and hardware, and migrate services centrally	$250K - $500K	5	7	7	6	5.3

Sources:
[1]Campus Rev/Exp files (1.2) FY17
[2]EDUCAUSE CDS 2017

SERVICE DISTRIBUTION

The following chart provides a cross ASU system view of the IT service delivery areas across the institutions:



Staff and resources on the smaller campuses are currently consumed by the high-touch and commodity services that don't allow IT to focus on services that further the respective institutions' mission.

IT SERVICE CATEGORIZATION

The matrix below can serve as a framework for evaluating appropriate delivery model for the IT services across the System:

	High Differentiation	Low Differentiation
Commodity	**Streamline / Standardize / Rationalize** ▪ Rationalize 3rd party apps. serving a common goal ▪ Redundant and shadow systems ▪ Customizations and modifications ▪ Ad-hoc reports and systems for specific campus functions	**Centralize** ▪ Commodity type repetitive services (low-differentiation) commonly offered across ▪ Services using the same underlying tech ▪ Back-office activity that sees little interaction with the customer ▪ IT services that are scalable ▪ Dependency: Needed for other initiatives
Specialized	**Remain on Campus** ▪ IT services that are high-touch in nature ▪ Level 2 and Level 3 support that is highly specialized and unique to the campus/ customer ▪ Ad-hoc customer requests that are highly differentiated	**Reassess Need** ▪ IT services are specialized and appear to be highly differentiated ▪ Strategic change in direction (e.g., cloud) ▪ Services have a common goal but separate technologies are being used

ACADEMIC REVIEW

EXECUTIVE SUMMARY

Huron staff have interviewed members of the System community and considered financial, human resource, coursework, curriculum, and policy information provided by the campus resulting in the following themes.

- Declines in enrollment have impacted the majority of academic programs within the System requiring leadership to **contain current instructional expenses** while at the same time being asked to minimize or eliminate tuition increases
- Conversations suggest a sound relationship exists between the Campuses and the System Office; however, opportunities exist to further **coordinate efforts and leverage opportunities** to align current resources (e.g., curriculum and academic resources)
- Data availability and usefulness varied significantly with **limited capacity** across the ASU System in terms of developing and providing operational data, managerial reports, and advanced analytics useful in guiding long term academic planning
- Wide variation in faculty assignments and credit production combined with a lack of data protocols and quantitative information available to academic leadership **hinders the ability to plan for the future,** resulting in missed opportunities to develop innovative academic programming and sunsetting programs with decreasing enrollments and high cost

Each campus in the ASU system has experienced declining enrollments in key academic programs leading to an environment where a combination of increased revenue streams and expense reductions have become necessary.

SYSTEM OPPORTUNITIES

Based on Huron's comprehensive review of the five ASU campus curricula, we believe there are a number of academic support opportunities available to enhance and optimize academic resource allocation.

- Opportunity 1 – Shift the **nature of the conversation** between the ASU Campuses and System Office leadership to create a stronger collaboration between strategic activities and information management, over time, emphasizing long range academic planning

- Opportunity 2 – Review program level costs and **identify opportunities to align resources** in a manner that will allow for the funding of resource intensive academic programs while at the same time increasing learning, progression, and graduation outcomes throughout the System

- Opportunity 3 – Formalize a System Office and Campus relationship to facilitate an effort between academic leadership and faculty **to improve decision support and resource allocation** in the form of a comprehensive academic data collection, storage, and reporting protocol

- Opportunity 4 – Explore opportunities for the System Office to **establish and support curricular focused relationships** between all campuses to minimize duplicative efforts, remove administrative obstacles for (e.g., transfer students), and increase learning outcomes across the ASU System in alignment with the state sponsored Close the Gap 2020 initiative

ASU System campuses have performed admirably during a period of fiscal uncertainty; however, there are a number of academic support opportunities that will increase innovation and improve quality across the System.

PROGRAM COSTING MODEL METHODOLOGY

To better understand instructional expenses within academic units, Huron identified programmatic costs for 83 unique programs across 3 divisions at an Arkansas State University campus.

Each program was reviewed within the course catalog to identify courses students are required to complete in order to graduate with a degree.

- **Major Hours** – Credit hours within designated programs of study, depending on the major and are inclusive of required courses and electives tied to the specific major
- **General Education Hours** – Credit hours within the campus general education program covering the required courses for all students
- **Elective Hours** – Credit hours within the university that do not directly fulfill the requirements of the major and/or general education but are taken by the student to complete the minimum hours required for graduation

Each course identified was then broken into component costs split across three (3) cost areas and then aggregated to create a total cost per student credit hour in each course for each program.

- **Instructor Compensation** – The portion of the instructor's salary directly tied to a given section the instructor was assigned to within the ERP
- **Division Overhead** – A proportional allocation covering division expenses for the course not associated with instructor compensation
- **Financial Aid** – A proportional allocation of institutionally controlled financial aid attributed to the course

ACADEMIC COST DRIVERS

Huron identified expenses across three (3) cost components and allocated institutional expenses to quantify and identify resource dependent programs.

Cost Components	Variability in Allocation	Allocation Methods	Model Inclusion
Instructional Costs	High	Section Assignment	Yes
Overhead	Moderate	College and Credit Hour	Yes
Financial Aid	Low	Credit Hours (UG) and Direct to Unit (Graduate)	Yes

This component represents an area of significant division control and the primary variability in credit hour expense

These components account for significant institutional expense but do not vary significantly with course and/or level

The cost components included in the model were provided by several Campus offices to include the Registrar, Finance, and Human Resources with all data points used in the analysis from academic year 2017.

COST COMPONENT OVERVIEW

Each course was assigned costs from each of the aforementioned components, enabling identification of drivers for both high and/or low cost per credit hour calculations[1].

Course	Instruction	Overhead	Financial Aid	Total	Credit Hours	Cost per CH
CIS 1203	$22,186	$6,227	$3,731	$32,144	465	$69
ENG 1013	$70,956	$16,566	$8,883	$96,405	1,107	$87
FUS 1022	$6,711	$1,884	$642	$9,236	80	$115
MATH 3	$29,311	$6,592	$5,200	$41,123	648	$63
PAR 2003	$4,078	$1,118	$120	$5,316	15	$272
LPN 2714	$5,143	$1,410	$417	$6,970	52	$134

The following slides provide illustrative examples of how each cost component was calculated to arrive at student cost per credit hour enrolled, thus enabling Academic Deans to make informed course level decisions.

[1] Information retrieved from the University Registrar, Finance, and Human Resource

SAMPLE PROGRAM OUTPUT

To account for the programmatic variety within each major, each program was constructed in order of major requirements, general education (GE) requirements, and if applicable, any elective remaining requirements.

Business—Major Requirements				
Major Name	Requirement	Total Hours	Total Cost	Cost/Hour
General Business	Core 1	21	$6,047	$288
General Business	Core 2	3	$1,315	$438
Totals		24 Hours	$7,362	$307

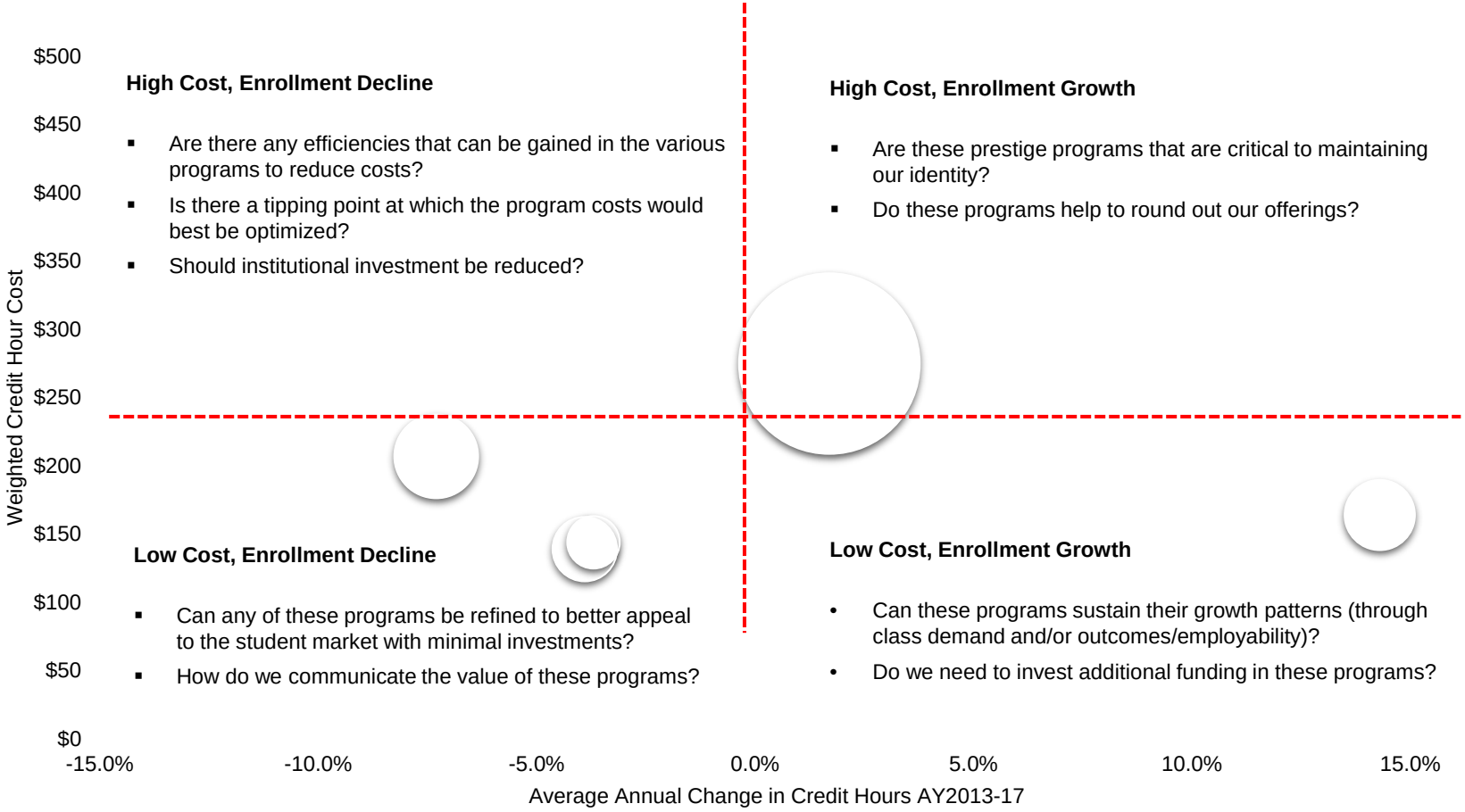
Business—Cost Components		
Major	Hours	24
	Cost	$7,362
	Avg Hour	$307
General Education (GE)	Hours	38
	Cost	$3,021
	Avg Hour	$77
Graduation Requirements	Required	62
	GE + Major	62
	Elective	0
Cost Components	Major (1)	$7,362
	GE (2)	$3,021
	Elective (3)	$0
	Total	$10,383

Based on the model and current assumptions, an Associate of Science in Business would cost $10,383 inclusive of all component costs to include instructional, overhead, and financial aid.

Information retrieved from the University Registrar, Finance, and Human Resource

COST-TO-EDUCATE MATRIX

During conversations with academic leadership, critical questions were posed based on the location of programs within each of the four quadrants



Information retrieved from the University Registrar, Finance, and Human Resource

ASU SYSTEM IMPACT (AY2017)

The Arkansas State University (ASU) System was established in 2006 and provides a broad array of degree and certificate programs designed to provide educational opportunities and support the Arkansas economy.

- Number of campuses – 5
- Number of academic units within the system – 20
- Unique courses offered – 3,365
- Total credits produced AY 2017 – 556,211
- Average credits produced per division - 27,811
- Total instructional cost considers in analysis – $132 MM
- Average System instructional cost per credit – $237

The ASU System covers a wide geographic area and is comprised of five campuses largely operating independently of one another when considering decisions related to curriculum offerings and matriculation agreements.

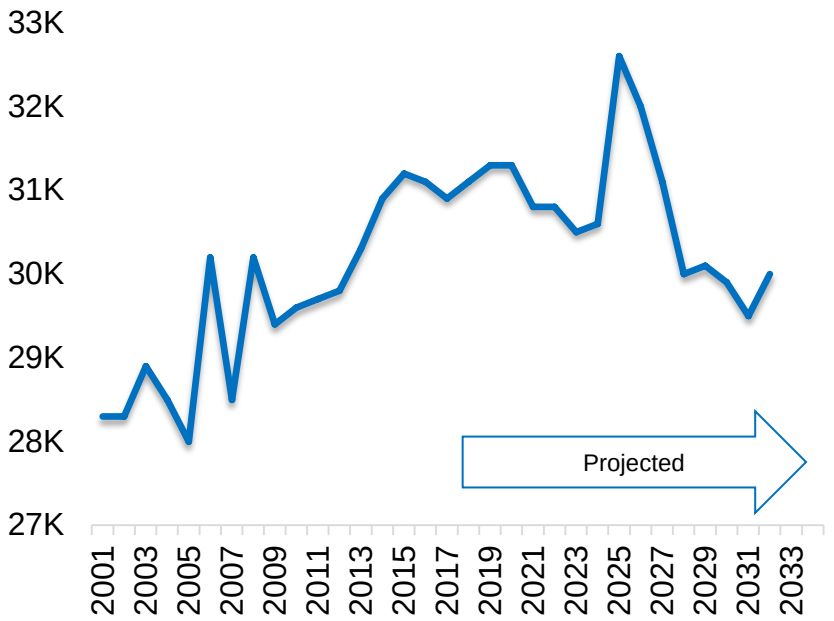
ARKANSAS STATE HS GRADUATE TRENDS

The number of high school graduates in the state of Arkansas increased significantly between 2009 and 2015 before leveling off; however, projections suggest a decrease beginning in 2021.[1]

Observations

- The increase of high school graduates beginning in 2024 will be short lived with a projected decrease occurring between 2026 and 2031
- The current state of higher education requires a robust decision support infrastructure necessary to maximize limited revenue opportunities and contain increasing expenses associated with managing a large workforce
- Demographic trends suggest Hispanic and Asian high school graduates in Arkansas will increase continuously during these periods of overall decline

Arkansas HS Graduate Patterns



There is an opportunity for the Arkansas State University System Campuses to develop meaningful collaborative relationships and take advantage of each other's strengths as HS students decrease and resources become limited.

[1] Information extracted from Knocking at the College Door Report (Western Interstate Commission for Higher Education)

CURRICULUM SUPPORT

Higher education system offices often provide campus level curriculum support through the development and maintenance of curriculum libraries, articulation agreements, and program approval.

Observations

- Conversations suggest a lack of collaboration between the two-year campuses and the Jonesboro campus when considering articulation agreements
- The various curricula across the System appear to be siloed and unavailable to students, faculty, advisors, and the Arkansas community
- The System Office does not currently provide support in key compliance related areas such as program review, accreditation, and reporting resulting in 'silo' effect

Curriculum Concerns by Campus Leaders

"They will not accept our composition course as they claim the course is not the same without providing details"

"If they would have worked with us to develop the program we would have figured out a way to make it transferrable"

"The System should consider providing accreditation and program review support to free up campus resources"
"

ASU System staff currently provide support to the campuses by presenting new and modified curriculum requests representing an opportunity to collect, maintain, and share System curricular offerings to the Arkansas community.

[1]Data provided by the ASUJ Registrar

CONCLUSION