

1996

## Non-Academic Function Planning committee 1996

Bowling Green State University. Administrative Staff Council

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## Pre-Microfilm Inventory

**Collection:** Bowling Green State University  
Administrative Staff Council, UA-022

**Location:** Bowling Green, Ohio

**Title of Series:** Non-Academic Function Planning committee

**Inclusive Dates:** 1996

**Format:**  Bound  Loose

**Order:**  Alpha  Chronological  Numerical

**Index:**  Included  Separate  None

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### *Notes*

1. Poor Photocopies

## NON-ACADEMIC FUNCTION PLANNING COMMITTEE FINAL RECOMMENDATIONS

The major areas of recommendations include a focus on service, human resources function, process reengineering and benchmarking, and budget and planning.

1. Need to rally all employees with a focus on providing quality service to improve the teaching, research, and public service missions of the University.
2. A stronger commitment must be made to recruiting, training, developing, supervising and evaluating the University's employees. Further, the human resource functions must be strengthened in order to give the function more authority and ability to make decisions with a University-wide impact.
3. Three major types of training are needed: job-related skills, supervisor/management skills training, and professional development.
4. There is an on-going need to review the processes used by the non-academic units with an eye toward administrative realignment and/or redesign of the processes.
5. There is a general lack of knowledge about the budgets.

### Specific recommendations:

- |                        |   |
|------------------------|---|
| no action              | 1. Using the existing mission statement as a base, BGSU should develop a concise mission statement which should be disseminated to all employees.   |
| no action              | 2. Based on the concise mission statement, BGSU should establish a limited number of major goals to be accomplished to fulfill its mission.   |
| no action              | 3. BGSU should expand its long-range planning and evaluation system to include active involvement of all units on campus.   |
| ✓ done                 | 4. BGSU should establish and support an internal team of experts to facilitate and coordinate Process Reengineering efforts.  |
| no action              | 5. BGSU should establish an incentive program whereby units which save budget dollars through process reengineering will share in the savings.  |
| ✓ done                 | 6. Benchmarking should become an integral part of planning and process reengineering at BGSU.   |
| discussed<br>no action | 7. Data collection and analyses functions should be centralized in a strengthened Institutional Planning and Research Office.   |
| no action              | 8. A process to realign budgets should be designed and implemented.   |
| no action              | 9. The overhead formula and space charge formula should be reviewed and revised as necessary to ensure credible and equitable charges.  |
| discussed<br>w/ Moore  | 10. A pervasive SERVICE BG initiative should be established. Current faculty and staff should be guided to assess their attitudes, behaviors and performance toward achieving this goal. Employees should be trained and evaluated on their ability to provide excellent service. |

will bring  
to attention  
of new Pres.

11. The Executive Director of Personnel position should be broadened to encompass Human Resources and should report directly to the president, ideally at the vice presidential level.

12. BGSU should establish a comprehensive job-related training and development unit which will determine training needs, design training programs, coordinate delivery of training and evaluate training efforts.

13. Job-related skills training should be made available to classified and administrative staff. Employees should be allotted time during the work day to attend the training sessions. Where appropriate, cross-training should be provided to assure that functions/units operate efficiently if employees are on vacation, are ill, or are retiring, and to provide an opportunity for employees to learn additional skills which may prepare them for other positions on campus.

14. The University must institute a plan for mandatory supervisor training. Every employee (faculty or staff) who supervises another person should be required to participate in a management training program that includes, at a minimum, sessions on performance evaluation, diversity, conflict resolution, communication, interpersonal skills, and budget management.

discussed  
w/ Moore;  
need Task  
Force and  
budget

15. Every supervisor should be held accountable and be evaluated on his or her effectiveness as a manager.

16. Effective and timely performance evaluations of every employee must be a primary annual goal of the University.

17. The Personnel Office should be supported in its efforts to develop career paths and development opportunities for staff and to make it easier for staff members to apply for internal positions. Opportunities such as Higher Education Institute, currently being planned, should become insitutionalized. Skills required for a position should be the determining factor in hiring and recruitment. This would place emphasis on transference of skills to different applications within the University rather than searching for people within the University rather than searching for people with specific task experience.

✓ done

18. More personnel functions and record keeping should be centralized in the Personnel Services Office. For example, a packet of marketing materials about employment at BGSU should be developed and sent to all candidates prior to their interviews. The packet should allow for inclusion of department-specific information.

under  
review

19. Interviews and orientation to campus and town need to be consistent and planned to persuade potential employees that BGSU and Bowling Green are great places to work and live.

✓ No

20. An ombudsperson should be appointed to act on behalf of University staff.

underway

21. Administratively merge the responsibilities of Financial Aid, Registration, and Admissions under one office, preferably the office of Academic Affairs. Retain the Bursar's Office as a financial function.

underway

22. Utilizing process reengineering and benchmarking, BGSU should establish a true student services facility which physically houses Financial Aid, Registration, Admissions, and the Bursar's Office. Establish a "help desk" in this facility to assist students, families, and other constituents in finding the appropriate services.

- discussed w/ Moore 23. Management in these areas should promote a "customer service" orientation whereby employees of these units are cross-trained and capable of cross-servicing students and others. Their jobs should be modified to help them best serve their customers and their job performance evaluation should be based in part on the level of service that they provide.
- underway 24. The central administration should adequately respond to identified instances of ineffective management which seriously undermine the services provided and the satisfactions of service recipients. This recommendation is of the utmost importance because of the work environment established by the managers and is especially evident in the Registrar's Office.
- committee review 25. The Prevention Center, Health Center, The Well and the Counseling Center should be merged administratively and physically. The working relationship with The Link and the Wood County Hospital should be enhanced.
- committee review 26. Verify the need to increase the staff of the Counseling Center to meet the National/Professional Standards on counselor/student ratio (1 counselor per 2,000 students) and provide stronger linkage between the existing services on campus and in the community. The Counseling Center should investigate user fees or other methods of obtaining funds to cover costs.
- no action 27. To consider additional units/functions for process reengineering: The University Union (food service) and University Food Operations; space utilization and room scheduling; event ticketing and ticket purchasing; minority recruitment, retention, and activities; transfer students; and admissions functions.
- on-going 28. All fund raising activities on campus should be coordinated through the Office of Development to assure a unified front is presented by BGSU to our alumni, donors, and general public.
- on-going 29. As part of the long-range planning process, BGSU should reaffirm its public and community service functions and build stronger ties with the non-university community in northwest Ohio.
- under review 30. The University should establish as a yearly goal a 4.5 million dollar account funded by a percentage of the fees paid by students for residential services. In addition, it should develop a management plan which addresses the structural repairs which must be made, a timeliness for these repairs, concomitant costs, and the accommodations of students who may be displaced as repairs are made.
- under review 31. The administrators from Physical Plant and Student Services should meet on a continuing basis to identify and implement alternative methods and processes for delivering quality weekend custodial services in residence halls.
- under review 32. Establish an account controlled by residential services staff to which students' payments are deposited and from which funds may be drawn expressly for the purpose of completing the repairs or replacing damaged furniture or equipment for which the fine was assessed.
- no action 33. High priority should be given to strengthening the service capabilities of computing services and to reorganize it with a service orientation. The recently established help desk concept in University Computer Service is a good first step in this direction.
- ✓ No 34. A visionary employee outside of University Computer Services whose job would be to keep abreast of new computing technologies and systems to best serve the University community should be appointed as a special assistant to the President.

- no action 35. Every employee who needs a computer to perform his or her tasks should have one with the appropriate software, training, and access to electronic mail.
- no action 36. Consideration should be given to centralized processing of CUFS-related requisitions, purchase orders, etc, especially for small offices.
- under review 37. Local customizations of reports from CUFS should continue as a high priority to make the reports more useful and to cut down on paperwork and manual tabulations.
- under review 38. Retrieval of necessary but currently unavailable reports must be made possible both for those who are sophisticated computer users and those who are not. Staff members trained in Focus should be made available to assist offices prepare ad hoc reports.
- under review 39. AMS products must continue to receive adequate training support, up-to-date user-friendly documentation, and support on demand even as Project 90 draws to an end.
- no action 40. Although no specific recommendations to outsource services are identified, outsourcing should remain an option for consideration pending the completion of more detailed reviews (i.e. process reengineering).
- Task Force 41. A mechanism for information and training should be established with other universities and colleges to meet the regulatory standards for such bills as HB 308 (Public Employees Risk Reduction Act).
- Task Force 42. Collaboration in training programs with other postsecondary institutions in the region should be investigated as the employee training recommendations identified earlier in this report are being planned.
- no action 43. BGSU should explore interinstitutional health care plans with other universities or employee groups in the area.
- no action 44. Collaboration on shared facilities should be nurtured and as technology develops, the effort should be expanded as appropriate.
- no action 45. BGSU should explore the development of a second, back-up electronic link to Columbus with the University of Toledo. Both schools would benefit from the alternate line and should share the cost.
- no action 46. Until a state-wide link is developed, BGSU should provide a computer disc with course equivalencies listed to the advising offices at the schools where the majority of our transfer students originate.
- Task Force 47. Joint admissions between BGSU and community colleges should be explored.
- discussed 48. The new president should establish as a priority a major capital campaign to significantly increase donations to BGSU.
- no action 49. Linkages with corporations for sponsorship of selected activities should be pursued.

- Task Force
50. As a major component of its service orientation, BGSU should make a greater effort to attract non-traditional students who also promise to become a major source of new revenue. These efforts should include marketing both on-campus and off-campus courses and programs, expanding our evening services and classes, and exploring the options of more weekend classes. Off-campus partnerships with companies and/or communities in northwest Ohio to provide degree programs to site-bound adult students should be investigated.
- no action
51. BGSU should review its policy on competition with local businesses. In light of any policy changes, BGSU should analyze potential sources for increased revenue, identify the infrastructure investments that would be required and select areas to test the possibility for increasing revenues.
- no action
52. The University Union is in desperate need of resources to undertake a major renovation. The University administration should consider allocating more student fee money for University Union renovation or creatively financing the renovation to make BGSU's student union one of the top five facilities of its kind in the state.
- no action
53. BGSU should consider the retail floor space for the University Bookstore to expand its product line and increase its profitability. Specific consideration should be given to adding computer hardware sales to the bookstore.



# Bowling Green State University

Office of the President  
Bowling Green, Ohio 43403-0010  
(419) 372-2211  
Fax: (419) 372-8446

XC: LLRC

February 9, 1996

## MEMORANDUM

TO: Dr. Thomas Erikson, Chair  
Non-Academic Functions Committee

FROM: Dr. Sidney A. Ribeau *Sidney*  
President

RE: Final Report - Non-Academic Functions Committee

I appreciate the tremendous effort that you and the Non-Academic Functions Committee made in carrying out your charge. We all recognize the careful thought and extensive time commitment from all who were involved in this effort. The recommendations are well documented and clearly describe many issues that the University must evaluate for decision in both the near term and long run.

I greatly appreciate the time you spent in briefing me on the final recommendations. Many factors were considered in our evaluation of those recommendations. The resources available to implement, as well as the staffing necessary to develop more detailed proposals and budgetary implications, were critical issues. We considered timeliness regarding other new initiatives which are now underway.

In our analysis of the report, we attempted to distinguish between those recommendations which can and should be implemented immediately (or in the very near future) and those which have merit but require further analysis. A third category includes those recommendations which cannot be implemented at this time. These might warrant further evaluation at some time in the future, but are best set aside for now.

Our intention is to bring closure to your Committee's work and, in turn, close your report with proposed action. If you have any questions about the enclosed action agenda, please feel free to contact me.

enclosure

xc. Non-Academic Functions Committee  
Vice Presidents  
Deans and Directors



7

# **The First Steps in Positioning the Administrative and Support Functions at Bowling Green State University for the 21st Century**

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## **Recommendations for Implementation of The Final Report of the Committee for the Study of Non-Academic Functions**

Prepared by  
Robert L. Martin  
Vice President, Operations

### **Executive Summary**

In August 1995, President Ribeau asked that actions be initiated to respond to numerous studies and task force reports that had accumulated in the Office of the President. The recommendations from the Non-Academic Functions Committee (NAF) was one such report. A review of those recommendations was conducted by the Vice Presidents under the coordination of Robert L. Martin, Vice President for Operations.

In order to provide the readers an overview of the responses of the Vice Presidents, a summary sheet was prepared indicating, in brief, the numerous findings and recommendations of the NAF Committee in the sequence they appear in the original report, as well as a graphic tabulation of the actions proposed. That tabulation is included as a part of this executive summary on the following pages.

The remainder of this report is designed to provide more details concerning the responses, the agencies/offices which will initiate the next actions and a brief description of the proposed outcomes of these efforts. It is also arranged in the same order and utilizes the same headings as the original report.

This report will be the final document prepared in response to the Recommendations from the NAF Committee. All follow-up action, their recommendations, and any subsequent needs identified, will be treated as separate and individual processes.

# The Committee for the Study of Non-Academic Functions

## THE FINAL REPORT

### Executive Summary

	Do not Implement		Action Agency	Comments
<b>Focus on Service</b> Focus on providing quality service to improve teaching, research, & public service	■		All Areas	See specific recommendations in "General Report"
<b>Human Resource Functions</b> Stronger commitment to recruiting, training, developing, supervising, and evaluating employees Change to Vice President, Human Resources reporting to President. Develop comprehensive "Training and Development Unit". Mandatory training for all supervisors.	■		VPO, VPAA	See specific recommendations in "General Report"
	■		Pres	See specific recommendations in "General Report"
	■		VPO, VPAA	See specific recommendations in "General Report"
	■		VP Coun., VPO	See specific recommendations in "General Report"
<b>Process Reengineering and Benchmarking</b> Establish and support internal "Reengineering Team". Establish strengthened Institutional Planning and Research Office.	■		All	See specific recommendations in "General Report"
	■		VPPB	See specific recommendations in "General Report"
<b>Budget and Planning Issues (not recommendations)</b> General lack of knowledge, confusion, and misinformation about budgets, sources of revenue, and areas authorized for expenditures.	■		VPPB, FSBC	See specific recommendations in "General Report"
<b>GENERAL REPORT</b>				
<b>University missions and goals</b> Develop and disseminate a concise mission statement. Establish limited number of goals (8-10) to fulfill mission.	■		Pres, BOT, VP's	Develop "Core Values", review Mission Statement
	■		Pres, VP's	Respond to Revised Mission Statement/Area Goals
<b>Campus-Wide Long-range Planning and Evaluation</b> Expand long range planning/evaluation system to involve all campus units.	■		Pres, VP's	As needs are identified in Goals/Mission Statement
<b>Redesign of Non-Academic Functions</b> Establish and support internal team for Process Reengineering efforts. Establish shared budget savings program for reengineered functions. Integrate benchmarking in reengineering efforts. Develop a strengthened centralized Planning and Research Office. Develop and implement realigned budgets. Review and revise General Service Charge and space charge allocations. Develop a pervasive "Service 80" initiative. * Develop "Customer Service Orientation" Change to Vice President for Human Resources. Establish a comprehensive job-related training and development unit. Institute mandatory supervisory training. * Implement Staff and Managerial Training Ensure effective and timely evaluation of every employee.	■		Pres, VP's	To be considered on individ. program need basis
	■		Pres, VP's	Integrated w/individ. program revision recom. above
	■		All	"Areas begin ident. "Measurable Output Standards"
	■		VPPB	Develop proposal and budget estimates
	■		UBC, FSBC	Include in annual budget recommendation process
	■		VPPB, VPO	Develop proposal and budget estimates
	■		VPO, All VP's	Develop proposal and budget estimates
	■		VPO, All VP's	Develop proposal and budget estimates
	■		Pres	Evaluate and make recommendation
	■		All, VPO	Develop proposal and budget estimates
	■		VP 's, VPO	Develop proposal and budget estimates
	■		VP's, CSC, ASC	Solicit joint devel. proposal/budget estimate
	■		VPO, VP's	Develop revised policy/ enforcement guidelines
<b>Redesign of Non-Academic Functions</b> Develop career path and development opportunities for staff. Increase centralization of personnel functions and recordkeeping. Create ombudsperson for University staff.	■		VP's, CSC, ASC	Solicit joint devel. proposal/budget estimate
	■		VP 's, VPO	Develop proposal and budget estimates
	■		Pres	Evaluate and develop proposal if appropriate

**Function Size and Organization**

- Merge functions of Financial Aid, Registration, and Admissions.
- Establish "Student Services Center" promoting customer service orientation.
- Merge Functions of Prevention Center, The Well, and Counseling Center.
- Review the following

- Adequacy of Counseling Center.
- Merging Union Food Services and University Food Operations
- Centralization of space management functions.
- Centralization of event ticketing functions.
- Centralization of minority recruitment and retention efforts.
- Increase serious effort to attract transfer students.
- Centralize admissions efforts.



Pres, VP's  
Pres, VP's  
VPSA

Appoint Study Group to devel. proposal/budget  
Appoint Study Group to devel. proposal/budget  
Appoint Study Group to develop proposal



VPSA  
VPO  
VP's  
VP's  
VPAA,PB,SA  
VPAA,PB,SA  
VPAA,PB,SA

Evaluate and develop proposal if appropriate  
Evaluate and develop proposal if appropriate  
Evaluate and develop proposal if appropriate  
Evaluate and develop proposal if appropriate  
Evaluate and develop proposal if appropriate  
Evaluate and develop proposal if appropriate  
Evaluate and develop proposal if appropriate

**Fund raising**

- Coordinate all fund raising efforts through the Office of Development.



VPUR,VPAA

Evaluate and develop proposal if appropriate

**Public and Community Functions**

- Reaffirm public and community service functions and improve ties to non-University community



Pres, VP's

Evaluate with Mission Statement review

**Residential Services**

- Establish annual AIP Fund of \$4.5 million for residence halls.
- Implement quality weekend custodial service in residence halls.
- Establish accountability and effectiveness in residence hall damage fine assessment



VPO,SA,PB  
VPO,VPSA  
VPSA

Evaluate and develop proposal if appropriate  
Develop proposal and budget estimates  
Develop proposal and budget estimates

**Computerization**

- Strengthen University Computing Services to include service orientation.
- Establish special assistant to President for new computer technology
- *Staff for Computer Technology Experts\**
- Make available to all employees who need it, a computer/associated training
- Centralize processing of CUPS requisitions, purchase orders, etc.
- Continue local customization of CUPS reports and FOCUS training.
- Continue support to AMS products as Project-90 ends.



VPPB  
VPPB, Pres  
VPPB, Pres  
VPPB  
VPPB  
VPPB  
VPPB

Evaluate and develop proposal if appropriate  
Evaluate and develop proposal if appropriate  
Develop Proposal and Budget Estimates  
Evaluate and develop proposal if appropriate  
Evaluate and develop proposal if appropriate  
Evaluate and develop proposal if appropriate  
Evaluate and develop proposal if appropriate

**Outsourcing**

- Continue to consider "outsourcing" as a service option.



All Areas

Evaluate and develop proposal if appropriate

**Collaboration**

- Investigate collaboration in training with other institutions.
- Explore inter-institutional health care plans.
- Explore collaboration with other institutions or shared facilities and functions.
- Investigate feasibility of back-up electronic link to University of Toledo.
- Make available to advising offices a computer disc of course equivalencies.
- Explore joint admissions between BGSU and Community Colleges.



VPO,VP's  
VPO,VPPB  
VPO,VPPB  
VPPB  
VPPB,VPAA  
VPPB,VPAA

Continue to seek additional/alternative resources  
Evaluate and develop proposal if appropriate  
Continue to seek additional / alternative resources  
Evaluate and develop proposal if appropriate  
Evaluate and develop proposal if appropriate  
Evaluate and develop proposal if appropriate  
Evaluate and develop proposal if appropriate

**Self Support**

- New President establish a capital campaign as priority.
- Establish corporate sponsor linkages for selected activities.
- Increase efforts to attract non-traditional students.
- Review University policy of auxiliary enterprises competing with local business.
- Consider investing more general fee funds in University Union.
- Consider expanding available space for University Bookstore.



Pres,VPUR  
VPUR,VP's  
VPPB,AA,SA,UR  
VPO,VPAA  
VPO,PB,SA  
VPO

Evaluate and develop proposal if appropriate  
Evaluate and develop proposal if appropriate  
Evaluate and develop proposal if appropriate  
Evaluate and develop proposal if appropriate  
Evaluate and develop proposal if appropriate  
Evaluate and develop proposal if appropriate

\* Additional actions proposed by President Ribes

Response to  
The Committee for the Study of Non-Academic Functions  
“THE FINAL REPORT”

Executive Summary

**Findings and Recommendations**

Each of the Committee’s findings and recommendations in this section are also reported in the body of the report. The administration’s responses are, therefore, given under Section 1 and Section 2 below.

Section 1

**Introduction**

No response required.

Section 2

**Findings and Recommendations**

**General Findings and Recommendations**

**University Missions and Goals**

The President, with the assistance of the Vice Presidents and campus constituent groups, will work with the Board of Trustees to discuss and develop “Core Values” for the institution. From this start, a concise “Mission Statement” and annual goals will be developed at the institution level, with supporting goals established by each Vice Presidential area and major University unit. Several specific initiatives are already underway to help us achieve our intent, including the Building Community Project and an Environmental Scan.

**Campus Wide Long Range Planning and Evaluation**

The response to this recommendation is included in the mission and goal setting process described above. (Note that certain specific long-range planning processes are under way as well, notably the collaboratively designed Campus Technology Plan Steering Committee.)

## **Redesign of Non-Academic Functions**

### ***Process Reengineering***

As potential reengineering needs are identified, internal teams of experts will be established on an ad hoc basis to facilitate and coordinate "Reengineering" efforts. All vice presidential areas will participate in recommending prospective candidates for these teams. Note: This process is most likely to work if units specifically request reengineering studies.

As savings are identified through individual process engineering efforts, the team established for that purpose will submit a request to the combined budget committees for retaining all or a portion of the savings in the affected units.

### ***Benchmarking and Data Collection***

All University vice presidential areas/operating units will begin collecting/evaluating available benchmark information. Available benchmarking standards will be integrated into the process reengineering efforts described above.

### ***Data Collection***

Efforts are currently underway to hire a Director for a centralized Planning and Research Office. The Vice President for Planning and Budgeting will develop a proposal for staffing and operating this function and submit an estimate through the University's budget process for funding considerations as needed.

### ***Budgets***

The combined budget committees (University Budget Committee and Faculty Senate Budget Committee) will include, as a part of their annual recommendations, suggested realignment of existing budgets.

The Vice Presidents for Planning and Budgeting and Operations will develop a proposal, to be submitted through the University budget process, to review and revise the overhead allocation formulas and space use charge formulas.

### ***Focus on Service***

The Office of Human Resources will develop a "SERVICE BG" training (Customer Service Orientation) program and, with the assistance of all vice presidential areas and University unit managers, implement a reorientation effort with all employees to assess and improve attitudes, behaviors, and performance.

### ***The Human Resources Function***

The Director of Personnel Services title will be revised to Assistant Vice President, Human Resources. The reporting relationship in Operations will not change at this time, but evaluation of different options will continue.

***The Human Resource Function-Job Related Skills Training***

Employees will assist unit managers in identifying needed job-related skills training needs. The Office of Human Resources will develop training proposals and budget estimates and will, with the assistance of unit managers and vice presidential areas, submit requirements through the University budget process .

***Supervisor/Management Training***

The Office of Human Resources, with the assistance of area vice presidents, Faculty Senate, Administrative Staff Council (ASC) and Classified Staff Council (CSC), will establish training needs, develop a proposal and budget estimate and submit through the University budget process a request for funding a mandatory supervisory training program.

Workshops containing information about the accountability of supervisors and about their role in evaluation, both as evaluators and evaluatees, will be included in the mandatory training.

The Office of Human Resources will develop policies, for approval by the University's administration, to insure that effective and timely evaluations are conducted annually.

***Professional Development***

The Office of Human Resources, with the assistance of ASC, CSC and the area vice presidents, will develop proposals and budget estimates for an expanded Training and Development Program that includes staff and managerial training, as well as identification of staff career paths and the related career development training opportunities.

***Recruitment***

The Office of Human Resources, with the assistance of the area vice presidents, will develop a proposal and budget estimate for an improved and increasingly centralized employment process which includes an employment marketing packet, employment record keeping, interviewing and orientation guidelines, etc.

***University Ombudsperson***

The President or his designee will evaluate the need and develop a proposal, if appropriate, for submission through the University budget process.

**Section 2**

**Major Points in the Charge**

**Reviewing and Redesigning Non-Academic Functions**

***Admissions, Financial Aid, Registration and Records, Bursar's Office***

The area vice presidents will recommend to the President proposed membership of a "Reengineering Group" to evaluate the possibility of combining Admissions, Financial Aid and Registration and Records into a single, point managed organization. The evaluation will include subjects such as "Help Desk" functions, customer service orientation, work environments, processing improvements (to include Bursar activities), etc.

***Student Health Services***

The Vice President for Student Affairs will develop a reengineering study, along with a recommendation and budget estimate, covering possibilities for combining functions of the Prevention Center, The Weil and the Counseling Center. The evaluation should consider issues such as staffing levels, fee structures, etc. Note: Some merging of these functions has already occurred.

**Additional Units/Functions to be Considered for Process Reengineering**

The designated vice president will develop a reengineering team to conduct a study, culminating in a recommendation and budget estimate covering possibilities for combining functions of the below listed activities/organizations. Each evaluation will consider issues such as staffing levels, fee structures, redesigned services, etc.

- University Union (food service) and University Food Operations-VP, Operations Space Utilization and Room Scheduling (non-academic classes)-VP's (all)
- Event Ticketing and Ticket Purchasing-VP's (all)
- Minority Recruitment, Retention, Activities-VP, Student Affairs, Planning and Budgeting , and Academic Affairs
- Transfer Students-VP, Student Affairs, Planning and Budgeting , and Academic Affairs
- Admissions Functions-VP, Student Affairs, Planning and Budgeting , and Academic Affairs

**Fund Raising-Coordination of Efforts**

The Vice Presidents of Academic Affairs and University Relations, and the Director of Intercollegiate Athletics, will conduct a study, develop a proposal and budget estimate, for consolidating fundraising activities.

**Public and Community Functions**

As a part of the overall evaluation of the University's "Core Values" and revised Mission Statement, The President and the University vice presidents will conduct an

evaluation of the University's commitment to public and community service and its ties with the non-University community in northwest Ohio.

**Residential Services**

The Vice Presidents of Operations, Planning and Budgeting and Student Affairs will conduct a study to establish the appropriate level of funding for residence hall annual capital improvements and develop a multi-year plan for identifying and prioritizing needs.

The Vice Presidents for Operations and Student Affairs will conduct a study to establish the appropriate level of funding for residence hall weekend custodial service and develop a budget estimate for its implementation.

The Vice President for Student Affairs will conduct a study to establish the appropriate process for reporting damages to residence halls and their equipment, assessment of charges to residents and timely repairs of those damages, to include developing a budget estimate for implementation.

**Functions to be Computerized - General**

The Vice President for Planning and Budgeting will develop a proposal to strengthen the service capabilities of Computer Services and submit a budget estimate for its implementation.

A University-wide Campus Technology Plan Steering Committee has been formed by the President to develop a master plan for computerization. The plan will include evaluation of individual computer needs for employees, the possible need for a member of the Presidential staff to oversee campus computerization efforts/needs, and staffing needs for computer/technology expertise. Eventually, the budget committees will also be consulted on any proposals for new positions.

The Vice President for Planning and Budgeting will initiate a study, as well as prepare recommendations for implementations and budget estimates, for the following:

1. Centralized processing of CUFS-related requisitions, purchase orders, etc.
2. Local customization of reports from CUFS
3. Easy retrieval of unavailable reports for untrained users
4. Continued training on AMS products.

**Outsourcing Functions**

All vice presidential areas and University unit managers will be continuously watchful for opportunities to evaluate the potential effectiveness of outsourcing. As



opportunities are identified, reengineering teams will be identified to evaluate the alternatives, present reports and recommendations.

**Increased Collaboration with other Institutions**

***Collaboration on Training Services***

All vice presidential areas with the assistance of the Office of Human Resources will be constantly attentive to opportunities for collaborative training with other universities and post secondary institutions. The Professional Development Institute for Administrative Staff members is underway and is an excellent model for such collaboration.

***Collaboration on Insurance***

The Vice Presidents for Operations and Planning and Budgeting will continue to seek opportunities to collaborate with other institutions on health care, liability and other forms of insurance. Such collaboration in facility risk insurance is currently in existence.

***Collaboration on Facilities***

The Vice Presidents for Operations and Planning and Budgeting will continue to seek opportunities to collaborate with other institutions in facility, equipment and computer (including networking) utilization. Opportunities for shared use of a back-up link to Columbus, with the University of Toledo, will be studied by the University's Campus Technology Plan Steering Committee.

***Collaboration with Community Colleges***

The Vice President for Planning and Budgeting will investigate the feasibility of providing a computer disk containing course equivalencies to advisors at post secondary schools where the enrollment projections for transfer students might warrant such an effort.

**Opportunities for Increased Self-Support**

***Capital Campaign***

The Vice President for University Relations will develop a proposal and budget estimate for evaluating and planning a major Capital Campaign for presentation to the President and Board of Trustees.

***Corporate Support***

The Vice President for University Relations, with the assistance of other vice presidents, will develop a proposal and budget estimate for a major campaign to establish linkages with corporations.

***Non-Traditional Students***

The Vice President for Academic Affairs, with the assistance of the Vice Presidents for Planning and Budgeting, University Relations, and Student Affairs, will develop a proposal for increasing enrollment in all categories of non-traditional students and prepare a budget estimate for implementation.

***Increasing Revenue - Auxiliary Services***

The Vice Presidents for Operations and Student Affairs will evaluate the current University policy for auxiliary activities and their competitiveness with off-campus interests. A proposal will be submitted, if appropriate, to University administration for consideration by the Board of Trustees.

***The University Union***

A task force has been appointed to evaluate the role of the University Union at BGSU. A report will be submitted to the President for consideration by him and the Board of Trustees.

***University Bookstore***

A consultant has been hired to evaluate the space needs of the Bookstore and make recommendations concerning expansion, business practices, and its marketplace. The final report will be evaluated in relationship to the University Union report to determine possible co-location.