

Nevada System of Higher Education

System Administration
4300 South Maryland Parkway
Las Vegas, NV 89119-7530
Phone: 702-889-8426
Fax: 702-889-8492



System Administration
2601 Enterprise Road
Reno, NV 89512-1666
Phone: 775-784-4901
Fax: 775-784-1127

May 5, 2015

Senator Becky Harris, Chair
Senate Committee on Education
Nevada Legislature
401 South Carson Street
Carson City, Nevada 89701

Re: Opposition to Assembly Bill 421 - An Act relating to education, creating the Spending and Government Efficiency Commission for public education and the Nevada System of Higher Education

Dear Chair Harris:

Board of Regents Chair Kevin Page, Vice Chair Rick Trachok and I have already filed with you and your committee secretary testimony stating the reasons for our opposition to AB 421. In that opposition we detailed numerous efforts at the System level to increase efficiency, reduce costs and generally improve education. I now submit on behalf of the NSHE an addendum to that testimony which details additional efforts being undertaken at each of the NSHE institutions. These efforts further demonstrate that there is no need for the proposed legislation given the ongoing efforts of the NSHE and individual campuses.

Sincerely,

A handwritten signature in black ink that reads "Daniel J. Klaich". The signature is written in a cursive, flowing style.

Daniel J. Klaich,
Chancellor

REPRESENTATIVE LISTING OF CAMPUS INITIATIVES

Listed below, by campus, are representative examples of efforts undertaken over the past six years at NSHE campuses to reduce costs, improve efficiency and to generally improve education within the System. These examples are far from exhaustive but clearly demonstrate the efforts undertaken and underway at all campuses to prudently manage the campuses and properly steward the funds provided by the State, students, families and grants.

GREAT BASIN COLLEGE

1. Cut and or moved to grant/self-supporting funds 58 fulltime State Operating Budget positions moving from approximately 220 positions down to 161.5 (a 26.6% reduction in staff). Such drastic cuts hurt more in a small institution and force several positions to have split responsibilities, with some functions and activities simply eliminated.
2. The operating and travel budgets have been cut twice first 25% and more recently an additional 20%. Because of our vast service area travel is a necessity making these cuts hurt and puts significant restrictions on faculty development activities.
3. Energy costs have been reduced via three large externally funded Solar Panel Array projects (two in Elko and one in Winnemucca).
4. GBC has been an ongoing partner in four TAACCCT Grant Consortium proposals taking the lead in TAACCCT III, winning an \$8,700,000 award for Nevada, \$4,000,000 of which went to GBC. Among other expenditures seven fulltime student services oriented positions, funded by this grant have helped to fill the hole in services created by year over year cuts in GBC's state operating funds. As this grant expires in November of 2016 advising and career services to the students of GBC will be greatly diminished if replacement bridge funding is not allocated.
5. GBC Foundation Campaign Vision 2020 concluded this summer. Now with its \$6,000,000 restricted endowment funds the foundation helps GBC to launch new programs and provide scholarships to students helping us to fulfill our mission.
6. Through a variety of efforts average per course enrollments have been raised. These efforts have lowered full time faculty overload and part time teacher costs.
7. We have reached out to our Veterans, NNRDA and DETR opening offices for each on the Elko campus.
8. GBC has entered into several consortium agreements:
 - Library collections
 - Learning management system (Canvas)
 - Student notification/alert system
 - Various software licenses
9. We are an active participant in the Nevada College Collaborative (i.e., shared services)
 - IR function is shared between WNC and GBC
 - Working diligently on 6 other functional areas under the direction of Frank Woodbeck
10. Even in the face of huge cuts and increased reporting requirements on every level we received a clear seven full year accreditation renewal from the Northwest Commission on Colleges and Universities, graduated record numbers of students in 4 of the past 5 years (i.e., 336 in 2010, 392 in 2011, 434 in 2012, 419 in 2013 and 536 in 2014).

WESTERN NEVADA COLLEGE

Actions taken to improve and enhance education:

1. In 2014 WNC initiated a dual track program utilizing best practices gleaned from rural community colleges around the nation. All 5 school districts in the WNC service area participated in the program, with 8 high schools represented. Nearly 200 students enrolled in the fall of 2014 taking up to 12 college credits, primarily on one of the WNC campuses. The results were astounding, with over a 95% pass rate in college English and Algebra. For 2015, if funding can be identified, it is anticipated over 400 high school students will be enrolled.
2. TMCC and WNC are collaborating on an Advanced Manufacturing program in response to the needs identified by Tesla Corporation. Due to the variety of skills that have been identified coupled with the need for an estimated 4,000 to 5,000 employees with those skills, it was determined that the only way this need could be met in the necessary timeframe was by working together.
3. WNC took the lead on the Dept. of Labor TAACCCT IV grant with the 3 other Nevada Community Colleges. Nevada received nearly the maximum amount available, being awarded \$9.9M out of a maximum of \$10M. WNC received its largest grant ever being awarded \$4.4M.

Actions taken to enhance efficiency and/or reduce costs:

1. Implementation of a number of shared services initiatives with other Northern Nevada Community Colleges. Areas already implemented or in process include; Distance Education w/TMCC, Institutional Research w/GBC, Financial Aid w/TMCC, Library Services w/TMCC and Information Technology w/TMCC&GBC. Estimated annual cost savings for these initiatives total over \$350,000 annually.
2. WNC has streamlined and consolidated operations resulting in the elimination of a number of positions, including one VP position and one Dean position, saving over \$400,000 per year.
3. 5 Solar arrays have been installed on two of the WNC campuses generating nearly 600 KW. Through solar and other energy efficiency actions energy use has by reduced by 29% over the past 6 years.
4. Western is partnering with Douglas County Schools to allow Douglas to use the WNC Minden campus mornings for an alternative high school, Aspire. This facility was previously vastly underutilized and now it is at nearly 100% of capacity. In addition, Douglas assists in paying the operating costs of the facility resulting in \$108,000 per year in cost savings for WNC.

TRUCKEE MEADOWS COMMUNITY COLLEGE

Cut Costs or Improved Efficiencies

Since 2009, TMCC planned for a balanced budget plan that necessitates reduction in its expenditure resulting from lower state allocation and enrollment decline. These plans were developed with support from the campus community. These reductions include:

1. **Personnel savings through attrition.** Incentives were offered to the campus community for several years and resulting vacancies have been reviewed to ensure program and services are maintained and enhanced while achieving substantial savings.
2. **Leverage collaboration with other institutions.** Within the guidance of NSHE, TMCC was able to contribute and benefit from shared services that include support for professional development, institutional research and financial aid monitoring. Joint procurement for technology application such as Peoplesoft Campus Solutions, Hyland document management application, and a Customer Relation Management system has been achieved. In addition, TMCC has benefited from joint procurement for salary equity services with CSN and from the joint capital financing plan with UNR.
3. **Cultivate community partnerships.** TMCC has continued to seek grants and community support. TMCC reported \$12 million in grants and gifts in 2014 compared to \$6.9 million received in 2010.
4. **Energy Conservation.** Sustainable and conservation practices at TMCC resulted in a reduction of 40% or \$400K in its utility expenses since 2008.

Improving Education

Within the context of already approved budget reductions in the past years, TMCC is developing fiscal strategies that will sustain us for the future. This requires continued efforts to increase course completers and improve performance measures based on students achieving their educational goals towards completion. TMCC has been investing in:

1. Improving students' college preparation such as the TMCC High School programs, Summer Bridge programs and course offerings on student's first year experience called EPY.
2. Providing new skills certificates that lead to workforce ready jobs by condensing programs to fewer credits in such fields as computer science and manufacturing technology. Students can receive credential in less time at less cost.
3. Building more online education courses for students who need to complete a certificate or degree while working full-time. They can complete their coursework during evening and weekend times.
4. In all academic areas, TMCC is bundling courses together in shorter time periods than the regular semester so students can complete quicker and having open-entry, open-exit programs which are workforce related.

COLLEGE OF SOUTHERN NEVADA

In its quest to achieve institutional efficiencies, the College of Southern Nevada continuously assesses opportunities to accomplish improvements college-wide. A sample of these efficiencies is included below.

FACILITIES MANAGEMENT

Sustainability/Energy Conversation:

Through a partnership with NV Energy, CSN has integrated solar technology in and around each of the three main campuses. This has not only realized significant energy savings, but also reduced the college's carbon footprint.

As the campus buildings have aged, so has the infrastructure including heating, ventilation, air conditioning systems (HVAC). When sustaining these systems through repair became increasingly costly, or impossible due to the inability to obtain parts, replacement with updated, efficient systems became the optimal solution.

Lighting replacements have been installed that have decreased energy consumption through energy efficient light units, and motion-activated access to reduce lighting in areas and rooms when they are not in use.

Janitorial/Custodial

As a direct result of the economic downturn, CSN began several years ago to outsource janitorial services in various sites, centers, and campuses as attrition occurred in college staffing. As a result, CSN has been able to reinvest the realized savings in key facility and preventative maintenance, technical support staffing, and operational support.

SOFTWARE

Through shared and collaborative software purchases across Nevada System of Higher Education (NSHE), CSN has saved significantly on software licensing fees. Some familiar examples of these types of purchases include: Canvas (on-line learning); Microsoft select; E2Campus; and Adobe Software Solutions.

FINANCE

The Purchasing Department has improved their web page to be more user friendly for internal departments as well as external vendors. The site provides information in a *Frequently Asked Questions (FAQ)* format and provides links to other helpful sites.

A program of soliciting and awarding on-call contracts was instituted for the following services: landscaping, electrician, paint and drywall, architects, engineers, and plumbing. "On call" contracts significantly reduce the time that is required to schedule and procure these services which are often needed in response to time sensitive projects.

The department is implementing a P-Card program that utilizes online training and tutorials for new users, and a paperless document management system. The P-Card program will reduce expenses in a number of ways:

- the number of data entry transactions;
- the number of checks issues to effect payments; and
- the postage expense to mail those payments.

A Radio Frequency Identification (RFID) solution for fixed assets is being implemented. This will make asset tracking more efficient by reducing staff time to physically inventory the assets and will facilitate tracking of assets that are moved, misplaced, or missing.

A contract for Print Management Services was solicited and awarded. The vendor provides supplies and maintenance to College printers resulting in an annual savings of approximately \$160,000. The College is also transitioning much of its printer usage from desktop printers to shared multi-functioning devices which are more efficient to operate and maintain than individual units.

Direct payroll deposit has been implemented across the college for all employee types (with the exception of Financial Aid recipients). Efficiencies gained include reduced number of paper checks issued, and shorter back-office processing time and lower costs; reduced staff time spent in distributing checks and lower postage costs.

NEVADA STATE COLLEGE

NSC has been engaged in ongoing efficiency measures for several years which became particularly acute during the recession. In general, NSC has sought to effectively serve an over 50% increase in student population with the same level of total budget that is only now reaching the same level as the approved budget in 2007. Efforts include a number of efficiency collaborations with sister institutions.

Among the efficiency highlights:

1. Finishing construction of 132,000 square feet of much needed additional space on the main campus that, except for a modest amount of estate tax funds to reduce student fee contributions to the project, is self-financed without any capital funds from the state. Entered into a Purchasing Agency Agreement that saved \$800,000 in construction costs.
2. Partnered with UNLV for construction management services, which reduced the construction budget by \$700,000.
3. Partnered with UNLV Police to provide POST certified officers to the college. Saves approximately \$30,000 per year in estimated operating costs and alleviates the need for an administrative layer which would be even more costly.
4. Utilize rebates and incentives for energy efficient projects such as photovoltaic arrays and waterless urinals, resulting in reduced utility costs.
5. Implementing internal budget carryforward program which will result in better use of resources and save funds in the long run.
6. At least as a short term measure, partnering with UNLV Student Counseling and Psychological Services (CAPS) to provide mental health services to NSC students in need. This program eliminated the need to hire counselors and saves about \$80,000 per year compared to the cost of providing these services in-house.

7. Use online document imaging that provides efficiencies in management of admissions, registration and financial aid documentation and reduces the need for physical archival space.
8. Initiated new program to reduce the overall cost of photocopy and printing college-wide. In its initial year, the program is on target for a 20% cost reduction.
9. Ongoing shared services for purchasing, payroll and human resources with Business Center South.
10. Current discussions with CSN on a number of collaborations including child-care services, maintenance work, shared recreational facilities, possible housing facilities and the like.

DESERT RESEARCH INSTITUTE

I. DRI Budget Reductions and Efficiencies FY 08 through FY 15:

In response to the steady decline in general State Appropriations from FY 08 through FY 15, (which by FY 17 is projected to be a 35% decrease from FY 08) DRI has taken multiple steps to reduce costs and become more efficient and effective. Examples of the cuts and reductions implemented during this period include:

- Campus operational and research support staff positions have been reduced by 17%. The estimated savings from these reductions is \$1,844,000. These cuts included eliminating the following positions:
 - a Vice President of Business and Government Affairs
 - the Executive Assistant to the President (Las Vegas office)
 - the dedicated Government Affairs position
 - the Special Assistant for Diversity position
 - two Facilities department staff positions
 - a position in Financial Services
 - a position in Information Technology
 - a receptionist position
 - and other positions
- Opened the 42,000 sq. ft. LEED Gold Computational Research and Visualization building in 2009 with no additional Facilities staff. Standard Operations and Maintenance forecasts called for 2.5 new Facilities staff to support the additional space.
- Supplies and Services costs were decreased by \$857,000 between FY 08 through FY 14, a 19.7% reduction.
- In order to increase efficiency, realize utility cost savings and meet the State's goal of 20% alternative energy usage, 2.1 megawatts of alternative energy generation has been installed, at a cost of \$7.6 million. DRI was successful in obtaining grants for 98.5% of the cost, contributing only 1.5% of the total costs. With these systems installed, DRI now exceeds 40% usage of alternative energy and has realized utility cost savings.

II. Benchmarking DRI's Operational Costs and Staffing:

DRI participates in a national consortium of 12 Research Institutes (Research Financial Management Group or, RFMG) and meets annually with the group to discuss current trends and issues in research management. One of the activities the group performs is a benchmarking survey comparing the operational efficiency of each organization. The most recent survey

(prepared in 2013) demonstrates how lean DRI is in terms of staffing, providing low cost administrative services and overall operational efficiency. For example:

* **Total operational/maintenance expenses per square foot:** DRI ranked in the lower half of the organizations surveyed with an actual cost per square foot less than half of that reported by the highest research institute surveyed.

· **Contracts Processed Per Contract Services:**

Each DRI contract person processes more contracts than any of the other institutions and 50% more than the next highest institution, and 11 times more contracts processed than by the lowest performing institution.

· **Information Technology Expenses Per FTE:**

DRI's Information Technology expenses per employee are the lowest of the group surveyed. Comparing IT expenses as a percent of total revenue for the organization, DRI ranks in the lower half of the group.

· **Financial Services Personnel:**

DRI employs the lowest number of personnel providing financial services out of all the institutions surveyed.

· **Human Resources Personnel:**

The DRI HR staff each serves more employees than is the case at all of the other institutions.

All aspects of the RFMG's survey benchmarking measurements clearly articulate the lean status and efficient performance of DRI's administrative team. In addition, these measurements provide quantitative support for the past three National Science Advisory Council's Institutional assessments, which expressed the highest level of concern for DRI being too lean.

III. Contributions to Educational Improvement

- Since the year 2005 DRI support has added approximately 10% to the graduate student production rates at UNR.
- The estimated WSCH and registration fees/tuition generated by the Graduate Students that DRI brings to UNR is on the range of ~\$800,000 - \$1,000,000 per year.
- DRI invests approximately \$1 million in RA stipends and also invests \$180,000 in grant-in-aid.

UNIVERSITY OF NEVADA LAS VEGAS

1. The Thomas & Mack Center continually ranks highly as one of the top grossing venues in the country; ranking #1 as the top grossing University venue for 15,001-30,000 capacity (Jan. 1, 2012 – Dec. 31, 2012). Additionally, Thomas & Mack Center ranked #2 for highest grossing Las Vegas venue (Sept. 1, 2012 – August 31, 2013), as reported by leading event industry publication Venues Today. Thomas and Mack Center was once again among the top venues globally and ranked 22 out of all reporting facilities worldwide (Venues Today, October 2013).

2. Through negotiation of extensions of existing contracts and new solicitations, Purchasing has been successful in realizing significant cost savings for many commodities and services used campus wide. The resulting yearly savings as of 2014 from these efforts is \$2.9M, with additional one time benefits of \$3.6M.
3. The UNLV Purchasing Department was awarded the Achievement of Excellence in Procurement Award for 2013, the sixth consecutive year receiving this prestigious award. UNLV Purchasing was 1 of only 6 government agencies in Nevada and 1 of only 17 higher education agencies in the United States to receive the award. The score received by UNLV Purchasing for their 2013 submission placed it in the top 20% of all government agencies nationally.
4. UNLV Facilities Management received the APPA Award for Excellence in 2010, the first ever Nevada institution so honored, which includes a five year recognition period through 2015.
5. UNLV Facilities Management received one of the state's highest honors in 2009– The Cashman Good Government Award – from the Nevada Taxpayers Association for efficient and effective use of taxpayer funds as a result of saving over \$11M in utility expense.
6. To date UNLV has installed 15 solar panels, the majority of them through the NVEnergy Renewable Generations Program. An additional solar panel is planned for the Paul McDermott Physical Education building that will be the single largest installation on campus - 423Kw's. This will bring us to have 1.4MW's of solar power, making up nearly 13% of campus electric demand.
7. Since 1988, nearly 29 acres of turf has been converted, and more conversion is scheduled for 2015 and beyond. The overall estimated annual water savings due to projects completed since 2000 is over 75 million gallons and the university has received \$987K in rebates.
8. Risk Management and Safety licensed and sold an in house developed software system for chemical inventory to NSHE and non-NSHE institutions (CHIMERA). Revenue sharing (with VPR) is already flowing from this intellectual property asset, **(\$148K thru 2014)**. This system was initially developed to allow UNLV to meet a new Federal requirement (unfunded mandate) for tracking all hazardous materials and decreased the staffing required to do the same job on a manual basis. In addition to generating revenues, CHIMERA has **saved an estimated \$240K** in wages in 2014 from using this software system over the manual process.

UNIVERSITY OF NEVADA RENO

1. In the final stages of developing campus e-signature capability that will virtually eliminate paper signatures for financial and personnel transactions that will dramatically reduce processing time and expense.
2. UNR currently manages all non-resident and alien tax compliance paperwork, including payroll, for all Nevada System of Higher Education (NSHE) institutions. This is a very complex, compliance intensive and monetarily high-risk activity that has been centralized for efficiency and effectiveness purposes.

3. A Shared Services agreement was reached between the University of Nevada, Reno and the Truckee Meadows Community College Police Departments in 2014. The agreement resulted in certain cost savings for both departments and streamlines some processes and procedures. It also standardizes some equipment and departmental general orders, increasing safety protocols for both campuses.
4. The University of Nevada, Reno and City of Reno Police Departments have an agreement in which the RPD acts as UNRPD's records custodian (warrants, subpoenas, etc.) during off-hour shifts. In return, UNRPD has agreed to make available in-kind officer response when requested and certain other services when needed. In the past, UNRPD has paid in excess of \$20,000 in "hard dollars" for the same custodial services.
5. The University of Nevada, Reno Facilities Services Department partnered with a national firm and undertook a year-long analysis of the existing chilled water system in an effort to both improve system efficiencies and lower costs. The study determined that the capacity from existing chilled water plants in nine buildings could be connected together to create a single "south campus loop" to take advantage of existing excess chilled water capacity. As a result, the department is currently designing a \$3.7 million dollar renovation project to tie 27 buildings together. The project has the threefold benefit of extending the serviceability of the existing chiller systems, increasing the comfort level for occupants of the buildings and resulting in utility savings estimated at \$1M over the life of the chillers.
6. Automated various internal Human Resources functions to improve efficiency and service to operational units:
 - a. Grant-in-aid benefit
 - b. Faculty contract renewals
 - c. Search process
 - d. Electronic personnel files
 - e. Leave tracking
7. Worked with vendors to automate processes (TIAA-CREF, State of Nevada Public Employees' Benefits Program (PEBP)).
8. Revised professional recruitment processes to shorten the time needed to fill vacant positions.
9. As the enrollment at the University of Nevada, Reno has grown, so too has costs associated with trash removal and recycling of paper, cardboard, wood, metal, plastics and glass. The University of Nevada, Reno Facilities Services Department partnered with Waste Management to analyze existing processes with the goal of increasing the volume of recycling and decreasing trash removal costs. The data that the team collected concluded that the University could increase recycling by 50% by moving to single stream concept. The resulting action plan required a simple modification to the paper recycler so it could be used as a single stream compactor, establishment of a new cardboard separation process, installation of a cardboard baler, and revised trash and recycle collection routes. Since its inception last summer the University has already saved \$140,000.
10. As part of Business Center North responsibilities, our Director for Real Estate Services renegotiated and renewed the Truckee Meadows Community College (TMCC) Redfield Theater Lease saving TMCC over 25% over previous rents. The Director also obtained required tenant improvements all at Landlord expense: improvements that TMCC had contemplated paying for themselves. We offer such assistance to all NSHE northern institutions when real estate expertise is needed...and to date we have provided such assistance many times in the acquisition, disposition and leasing of real estate.

11. Responding to major budget reductions from the State of Nevada, enrollment continued to grow while efficiencies were found to reduce expenditures per student full time equivalent: [Student Fulltime Equivalency (SFTE)]
 - i. 2009: 12,522 students = \$14,463 per year, per student
 - ii. 2013: 13,663 students = \$12,226 per year, per student
 - iii. Reduced Expenditures = \$2,237 per student
 - iv. 15% efficiency improvement.

COLLABORTIVE ACTIVITIES WITHIN NSHE

As indicated in the materials above, the Board of Regents established the Nevada College Collaborative to implement cost savings and talent and resource sharing among the northern community colleges. The Board has emphasized such collaboration throughout the System, and in addition to the activities of the Collaborative detailed in the college narratives above, there are significant collaborative activities among regional institutions, some of which are detailed below.

College of Southern Nevada Nevada State College University of Nevada, Las Vegas Summary Review of Shared Services

Note: This document highlights the existing cooperation between southern Nevada NSHE institutions to share administrative and business services, as well as plans for additional opportunities in the near future. The southern Nevada NSHE institutions are committed to continually seeking best practices and cost savings and options for shared services are always a consideration.

1. Since 2011 many specific actions have been taken to implement the “Efficiency and Effectiveness” Recommendations from the Board of Regents, including the following:
 - a. Payroll: (impacts CSN, NSC and UNLV)
 - i. Maximized the number individuals using self-service for remittance advises and direct deposit, to the extent that all remittance advises are delivered electronically and 96% of full-time employees participate in direct deposit (78% when including all employee classifications).
 - ii. In the process of implementing the debit card as the alternative to direct deposit under the new Board policy for mandatory electronic payroll distribution which will substantially reduce all remaining payroll disbursements made by check.
 - iii. Worked to maximize electronic W-2’s and student 1098T’s (85% for 2013)
 - b. Human Resources
 - i. Eliminated the annual renewal for academic and administrative faculty contracts.
 - ii. Implementation of identical instances of iLeave software at NSHE, UNLV, CSN and implementation at UNR approaching.
 - iii. Implementation of TIAA-CREF as sole administrator of NSHE Retirement Plan Alternative, this change brought major transactional efficiencies to employees and support staff.

- c. The recent approval of electronic signatures will bring about major improvements in our transaction processes.
 - d. NSC and UNLV are cooperating on the project management for the new facilities at NSC. Since these projects are not state funded, the campus would normally do their own project management activities, working with SPWB as the building/code official. NSC is purchasing project management services from UNLV rather than creating their own project management group.
 - e. CSN, NSC and UNLV are all sharing the same automated chemical inventory system. While such systems have always been very important for institutions, recent federal laws have in essence made them required.
 - f. CSN and NSC are currently sharing security services. NSC is in current discussions to increase this level of service to include post-certified officers.
 - g. NSC is partnering with UNLV Student Wellness Counseling and Psychological Services Center (CAPS). Initially, NSC students will have full access to CAPS services on the UNLV campus in the same manner as UNLV students, faculty and staff. Appointments will be conducted based on availability of the student and CAPS staff. UNLV will provide full CAPS facility access to NSC CAPS patients, in accordance with CAPS policies. NSC and CAPS will initially coordinate NSC campus outreach efforts together to ensure the student population is aware of the new services and will continue those efforts once services have been established to ensure continued awareness.
 - h. There are numerous shared services between the library programs at UNLV, NSC and CSN.
2. We see great opportunities to identify and implement other efficiency and effectiveness improvements, many of which we believe will be dependent on the outcome of the iNtegrate 2 project, to include the following:
- a. Electronic workflow of all major business transactions, to replace what is mostly a paper process at this time. This, combined with the newly approved (by NSHE) electronic signature policy will materially speed up most business transactions.
 - b. Electronic images for paper copies that are received – we hope to eliminate the storage of hard copies of documents and replace it with electronic storage. This initiative will provide further opportunities to address work processes by allowing further electronic workflow processes, more efficient document storage and retrieval, and an effective means to deal with automated document retention policies.
 - c. Electronic on-boarding of new employee and electronic "stay-boarding" for continuing employees. These functions will materially enhance the experience of our new employees and greatly improve our compliance efforts with respect to communication and receipt documentation for new and updated policies.
 - d. Standardization of some third party software. NSHE institutions have some of their own software solutions for things such as electronic leave, grants and contracts, document imaging, etc.. We hope we will be able to identify standard solutions for all of NSHE and get better software pricing.

- e. We also hope we will be able to negotiate system-wide software contracts for other common software used within NSHE. Some of this was accomplished with iNtegrate 1 but there may be other opportunities to consider.
- f. A common automated purchasing platform for all of NSHE.
- g. An automated and standard platform for travel accounting and processing, for all of NSHE.
- h. NSHE currently manages major business software in-house (to include the automated Student System, HR and Finance Systems). We expect through iNtegrate 2 that we will fully evaluate the costs for purchasing software as a service and third-party hosting options, to see if there are savings available there as well.
- i. It should be noted that NSHE already identified, through the help of a consultant, a new standard Chart of Accounts we wish to use in the new HR/Finance systems. This new Chart of Accounts, if properly managed, will allow for consistent NSHE-wide reporting of financial related data (something that is very difficult now, given there has not been any oversight/management of the chart of accounts we currently use, therefore each campus has evolved inconsistent uses over time). We also have identified best practices relative to business processing, that we wish to implement with the new automated systems. The new Chart of Accounts will also allow better reporting opportunities which will help to provide better data for institutional decision support.
- j. UNLV and NSC have had initial discussions about supporting NSC purchasing activities at levels below formal bid limits. UNLV and CSN often cooperate on purchasing bids, buying off solicitations that offer the lowest prices (to include evaluation of options to purchase off bids issued by large local public groups such as Clark County, CCSD, etc.).