East Tennessee State University
Administrative Services Review Committee Meeting
October 29, 2014 – Meeting Summary

Background

ETSU held a meeting of the Administrative Services Review Committee on October 29, 2014. The goals for this meeting were as follows:

1. Meeting Summary from last meeting (October 15)
2. Subgroup lead reports
3. Electronic Suggestion Box Responses – Determine to which subgroup each of the suggestions should be assigned
4. Next steps

Attendees

Bert Bach, James Batchelder, Scott Beck, Marsh Grube, Michael Hoff, Scott Jeffress, Kathy Kelley, B.J. King, Karen King, Hal Knight, Barbi Ly-Worley, Stefanie Murphy, Mary Ellen Musick, Margaret Pate, William Rasnick, Donald Samples, Karen Tarnoff, Vincent Thompson, Patricia Van Zandt, Greg Wilgocki, Dora Wyett

rpkGROUP: Lisa Clarke, via telephone

Discussion

The members present confirmed the October 15th Meeting Summary was an accurate description of the meeting with three minor additions/corrections. The corrections will be made before the meeting summary is published.

Subgroup Lead Reports

Net Revenue Generators – Dr. Kathy Kelley

Flat Rate Tuition Model (Presented by James Batchelder)

At the last meeting the subgroup was asked to gather additional data from universities similar to ETSU in order to support their recommendation for the Flat Rate Tuition Model. Additional data was gather and presented to the committee via PowerPoint Presentation and hard copy distribution. In addition to increasing revenues to the University, the data in the presentation reflected that requiring students to take 15 credit hours per semester was in the students' best interest. Following the presentation, Dr. Kelley moved that the recommendation go forward to the University Strategic Planning Committee for the flat rate tuition model. Dr. Karen Tarnoff seconded the motion. It was pointed out that a lot of work will need to be done in order for Banner functions to support this proposal. Lisa Clarke reminded the subgroup that the resources to administer this change should be captured on the matrix. It was also noted that there may be some additional revenues generated under the State Funding Formula for students who complete their degrees in four years. In summarization, Dr. Bach stated that along with the motion, the research documentation should be made available to the University Strategic Planning Committee and a fiscal summary regarding the cost to administer the proposal should be made. The motion to approve the recommendation for a flat rate tuition model to be forwarded to the University Strategic Planning Committee carried.

Possible Areas of Recommendations Resulting from Subgroup Brainstorming to Date

In order to have a comprehensive status report from the committee for presentation at the President's Retreat, Dr. Bach provided a template and asked each subgroup to upload the items identified to date into the template. The subgroup

leads presented their reports. (Copies of the reports are included with these minutes.) Dr. Bach asked the subgroup leads to forward their reports to him electronically. The reports will be forwarded to Lisa Clarke.

Electronic Suggestion Box

A report from the Electronic Suggestion Box was presented. The committee reviewed the suggestions that related to the charge of the Administrative Services Review Committee and assigned them to the appropriate subgroup to be addressed. The subgroups will review the suggestions and report back at the next meeting regarding the suggestions. Dora Wyett will forward an electronic copy of the report to the members of the committee. The report will include the subgroup to which each suggestion was assigned.

Next Steps

- Reports from subgroups regarding responses to the suggestions from the electronic suggestion box. Dr. Bach asked Scott Jeffress and Karen King to determine a way to document that the suggestions have been addressed. It was suggested that as the items are addressed to post them to the website as we are posting our other documents.
- Recommendations from Subgroup Leads

Current Listing of all Possible Areas of Recommendations that have Resulted from Subgroup Brainstorming to Date
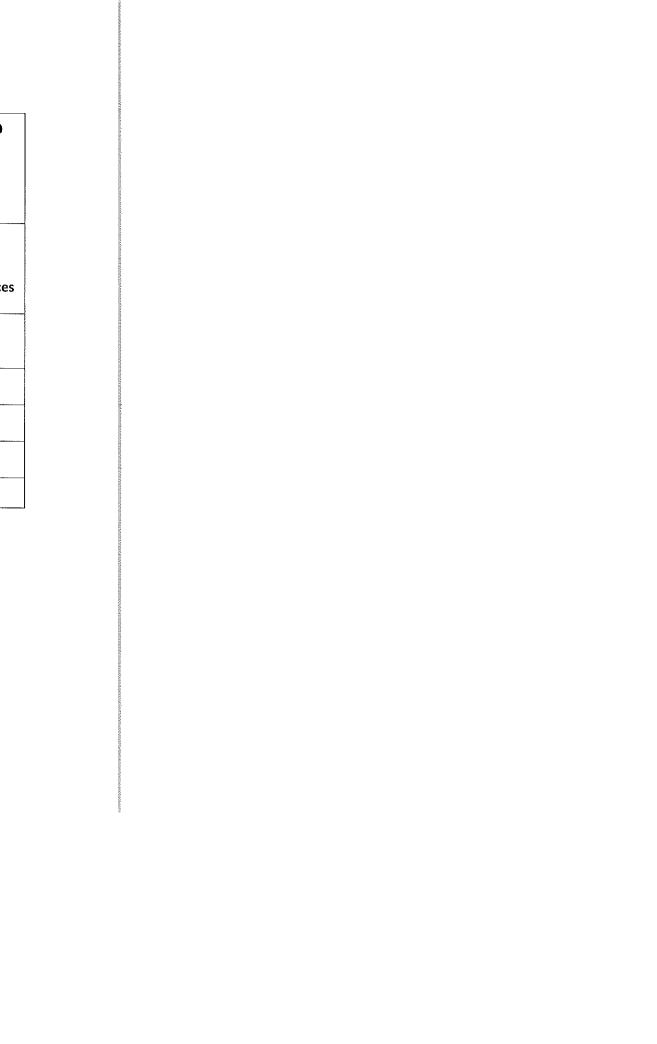
Subgroup Name: Academic Support Structures   Subgroup Lead: Leslie Adebonojo   Date: October 15, 2014

No.	Succinct Description of Area or Topic Identified	General Description of Recommendation that is that the Subgroup Envisions Will or May Emerge from Review of the Topic	Date Projected for Recommendation to be Proposed as Action Item for Administrative Services Review Committee
1)	Digital Commons/Selected Works software addition	Purchase Selected Works software to produce faculty profiles with links to articles & research. Prominently display research by faculty & students on homepage etc. attracting talented students.	October 15, 2014
2)	Scholarship initiative	Identify average percentage of dormitory beds that are empty each fall and offer those as scholarships	Prior to December break
3)	Recruitment models for all colleges	May identify areas where recruitment expenses can be reduced by combining various recruitment activities throughout the university	Spring
4)	Review of CFAA	Review tutoring, testing center, writing center – looking for duplication of effort & efficiences	Spring
5)			

Current Listing of all Possible Areas of Recommendations that have Resulted from Subgroup Brainstorming to Date

Subgroup Name: _Administrative Structures__   Subgroup Lead: __Pat Van Zandt____   Date: ___10/29/14_____

No.	Succinct Description of Area or Topic Identified	General Description of Recommendation that the Subgroup Envisions Will or May Emerge from Review of the Topic	Date Projected for Recommendation to be Proposed as Action Item for Administrative Services Review Committee
1)	Staff Senate officer compensation; staff senate member recognition	Compensate staff senate officers; provide area on annual evaluation form for recognition of participation in senate; provide members with release time to perform senate-related duties	10/29/14
2)	Post-retirement option	Revision of post-retirement option	End of fall semester 2014
3)	Extra compensation (stipends)	Delineate policy on stipends/extra compensation including when a stipend is appropriate and appropriate amounts	Spring 2015
4)	Return on investment for start-ups	Recommendation on the ROI for startup funds going forward, including language regarding consequences if expectations are not met. Possible recommendation as to what a target ROI might be to guide future negotiations in hiring	End of fall semester 2014
5)	Return on investment for RDC	Recommendation based on modeling data to identify how ROI might be increased and whether giving more money to the RDC would increase the total dollars returned to the university	February 2015
6)	OIT	Recommended audit of OIT organization with possible centralization of OIT operations and change in reporting structure for head of OIT	November 2014
7)	Customer service	Development of centralized online tool for reporting customer service issues	End of fall semester 2014
8)	ORSPA	Several possible recommendations including consolidating units under this office and changing reporting structure; support for research computing is a subset of this investigation and of area #6 above	Spring 2015
9)	Organizational structure	Updating organizational structure to align with comparable and peer	Spring 2015

		institutions in administrative reporting	
10)	Training	Consolidation of training under one umbrella with increased attention to mandatory training (required by US, state, etc.) with significant cost avoidance possibilities and work efficiencies gained	Spring 2015
11)	Job/position creation/elimination	Investigate job creation/elimination process for consistency in guidelines and application	Spring 2015
12)	Job evaluations/administrative review procedure	Revision of evaluation procedures and forms for more accurate reviews	Spring 2015
13)	Career Skills Enhancement Program	Evaluate use and cost with possible recommendation to cease	End of fall semester 2014
14)	Tuition reimbursement program	Revise guidelines limiting reimbursement to attendance at Tennessee institutions	End of fall semester 2014
15)			
16)			
17)			
18)			
19)			
20)			

Current Listing of all Possible Areas of Recommendations that have Resulted from Subgroup Brainstorming to Date

Subgroup Name: <u>Duplication of Effort</u>　　　Subgroup Lead: <u>Scott Jeffress</u>　　　Date: <u>28 Oct 14</u>
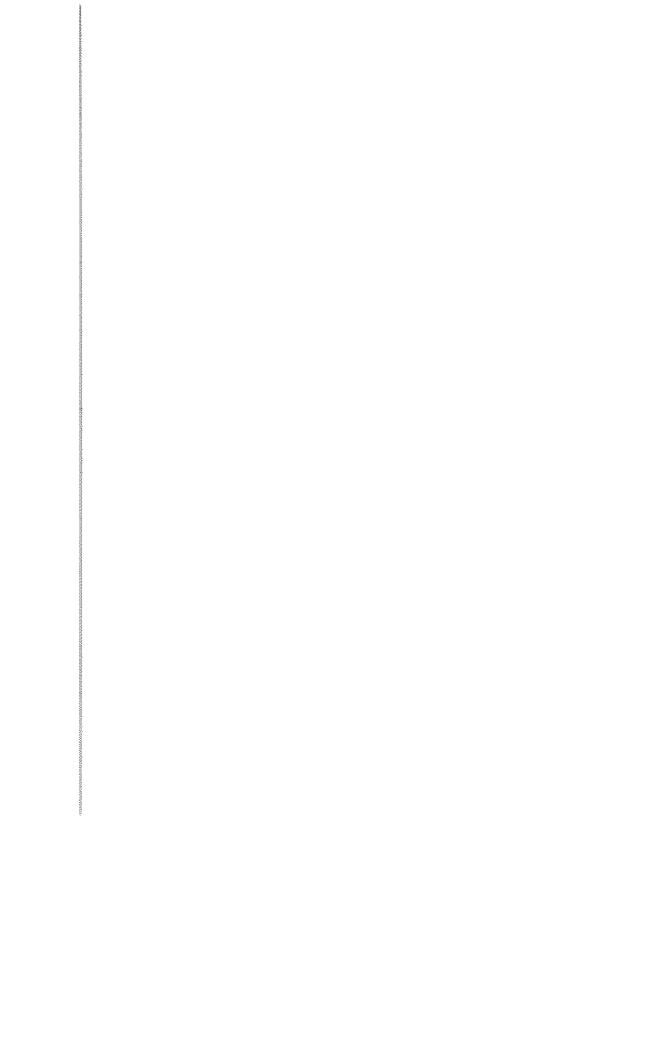
No.	Succinct Description of Area or Topic Identified	General Description of Recommendation that is that the Subgroup Envisions <u>Will or May</u> Emerge from Review of the Topic	Date Projected for Recommendation to be Proposed as Action Item for Administrative Services Review Committee
1)	Software Systems procurement, usage	a) Consolidate functions associated with select areas (such as student success, retention, and graduation) into fewer systems, in order to minimize duplication of data entry and data tracking; increase appropriate access to (and usage of) that data – so that it can be used to benefit students; and provide both indirect and direct cost savings to the University. b) Revise policies & processes regarding procurement of select software systems	a) December 17, 2014 (student success platforms) b) March 18, 2015 (additional platforms)
2)	Administrative forms; approval / signatory process	a) Create or revise policy to require that: (1) all ETSU campus-wide and inter-departmental forms include a revision date and point of contact, to facilitate first-time usage of current (vs outdated) forms – and reduce duplication/inefficiency resulting from having to redo old forms; and (2) any unit that generates campus-wide or interdepartmental forms, develop and maintain a central online access point to the current version of each form b) Incorporate the above recommendations into the ongoing initiative regarding transition to electronic signatures and automation of forms through workflow software.	January 31, 2015

3)	Graduate program application process	Revise current policies / process(es) for which duplication of administrative functions (between multiple units) currently exists. Potential examples include: review of application materials; formal communication with applicants; applicant requirements to submit same materials to multiple offices.	January 21, 2015
4)	Reporting of administrative data	Initiate an internal study to map connections between SACS reporting requirements and those of ETSU administrative unit / College accreditation bodies, with the intended purpose of developing a database or similar system that minimizes the requirement to repeatedly enter the same data for multiple reports.	December 3, 2014
5)	Functions, work processes associated with Facilities Warehouse / Central Receiving	Consider consolidating select functions and processes associated with these two entities, in order to reduce duplication and improve efficiency (potential cost savings in terms of work requirements)	December 3, 2014
6)	Garbage removal	Re-look at potential costs and benefits associated with current model of garbage removal, as compared to a partnership with Johnson City Sanitation.	January 21, 2015
7)	Advising	Conduct informal liaison with the Access to Success (A2S) Committee, which is already addressing multiple challenges and opportunities in this area.	Recommendation approved during ASR Committee meeting on August 20, 2014; action ongoing

Current Listing of all Possible Areas of Recommendations that have Resulted from Subgroup Brainstorming to Date

Subgroup Name: Leveraging Technology   Subgroup Lead: Karen King   Date: October 29, 2014

No.	Succinct Description of Area or Topic Identified	General Description of Recommendation that is that the Subgroup Envisions <u>Will or May</u> Emerge from Review of the Topic	Date Projected for Recommendation to be Proposed as Action Item for Administrative Services Review Committee
1)	Adobe Creative Cloud Enterprise License Agreement	This proposal provides a current version of Adobe Creative Cloud each year to those faculty/staff dependent on Adobe products without requiring those who do not use Adobe to purchase the software. In addition, enterprise purchase also allows Adobe Acrobat to be installed on all FTE machines. This proposal suggests funding the Adobe purchase at a $75 dollar per machine/year rate. • TAF funding: 500 machines @ $75 • Departmental/Unit funding: up to 582 machines @ $75 • The total cost allocated to Creative Cloud machines will be approximately $81,150.00 per year. The difference in cost allocated and actual cost of the license will be used to support the OIT administration of the enterprise license (approximately $19,000 per year if all 582 licenses are purchased by departments).	Approved by Administrative Services Review Committee on September 17, 2014. Approved by TAF on October 24, 2014.
2)	Adobe Digital Publishing Suite Pilot Project	In recent years the digital publishing market has emerged as a dynamic and cost-effective alternative to print publications. The ability to adapt to this change has driven many long-standing print publishers to develop attractive and interactive electronic formatted media in order to appeal to a more diverse audience and to remain viable in a competitive industry. It is imperative that ETSU evaluate the way in which we provide information to faculty, staff, students and the community. The Leveraging Technology Subcommittee recommends that *Evoxe* be published and distributed as a TAF funded initiative (pending TAF approval). Following the publication and distribution of *Evoxe*, University Relations will evaluate the analytics collected during the pilot initiative and provide a plan for future projects.	Approved by Administrative Services Review Committee on September 17, 2014. Approved by TAF on October 24, 2014.

3)	Cloud Services for faculty/staff email and document storage	The Leveraging Technology Subcommittee recommends that the Office of Information Technology and the Information Technology Governance Committee explore the feasibility of a transition to cloud-based services for email, email archiving, and document collaboration/workflow. Services that extend current campus agreements and reduce the overhead associated with implementation (e.g. Microsoft Office 365) should be emphasized in this feasibility assessment.	Approved by Administrative Services Review Committee on October 15, 2014.
4)	Mobile Solutions for Enterprise Applications	The Leveraging Technology Subcommittee has been exploring the possibility of mobile friendly enterprise applications (i.e., registration, fee paying, etc.). The ETSU Webmanager and GoldLink Portal manager have provided analytics regarding the way students access the ETSU Web and GoldLink. The committee continues to review the data, but many of the preferred actions are limited by the high cost of these additions to the Banner Enterprise Solution. Additional research is needed.	Recommendation is expected by February 2015.
5)	Electronic Signatures and Forms	The Leveraging Technology Subcommittee researched possibilities for electronic signatures and forms. In the interim Josh Whitlock set up demonstrations under the direction of Dr. Sherlin. This subcommittee has been invited to attend the demonstrations organized by Josh Whitlock. No recommendation is expected.	As this project is being explored by other university committees, no recommendation from this committee is expected.
6)	Accessibility for Electronic Content	The Leveraging Technology Subcommittee plans to explore the recommendations from the THEC task force regarding accessibility for electronic content. Mary Jordan is leading the initiative at ETSU. This committee will explore the technologies available to support accessible electronic content. A recommendation regarding ways in which ETSU can provide accessible electronic content is expected.	Recommendation is expected in late January 2015.
7)	TAF Multimedia Classrooms	The Leveraging Technology Subcommittee plans to recommend referral of this item to the TAF Committee.	Recommendation is expected in November 2014.
8)	Business Intelligence Dashboards that include Learning Analytics and Administrative Analytics	Pending subcommittee review and discussion. The review will focus on the use of dashboards to improve research, evaluation, and accountability by using data to make decisions and increase transparency.	Pending subcommittee approval of the item

Current Listing of all Possible Areas of Recommendations that have Resulted from Subgroup Brainstorming to Date

Subgroup Name: Net Revenue Generators____   Subgroup Lead: _Kathy Kelley_____   Date: _10-29-2014__

No.	Succinct Description of Area or Topic Identified	General Description of Recommendation that is that the Subgroup Envisions Will or May Emerge from Review of the Topic	Date Projected for Recommendation to be Proposed as Action Item for Administrative Services Review Committee
1)	Flat-Rate Tuition Model beginning fall semester 2016	ETSU will institute a flat-rate tuition model for 12 to 18 credit hours, thereby encouraging students to take 15 credit hours per semester and boosting full-time attendance while driving completion to graduation. NOTE: The administrative processes will require additional attention and resources, specifically in the offices of admissions, financial aid, registrar, and bursar.	October 29, 2014
2)	Winter Session 2014-15 Pilot	ETSU will run a pilot for winter session aimed at increasing the number of course offerings. $350,000 will go to the general fund and $25,000 will go to winter session operations. Revenues from winter session above the fixed costs will be divided among all participating colleges based on each college's net revenue after covering its share of the $375,000, and its own salaries and benefits.	October 15, 2014
3)	Return to 13-week Summer School Schedule	ETSU will revert back to the 13 week session model for summer school, beginning 2015-16, thereby reducing the number of sessions from eight to six.	October 15, 2014
4)	Summer School / Winter Session remodeling	Act on the winter session pilot (#2 above) and the similar successful pilot run for summer 2014 by the College of Arts & Sciences to develop a more effective model for growth in summer school and winter session.	February 2015

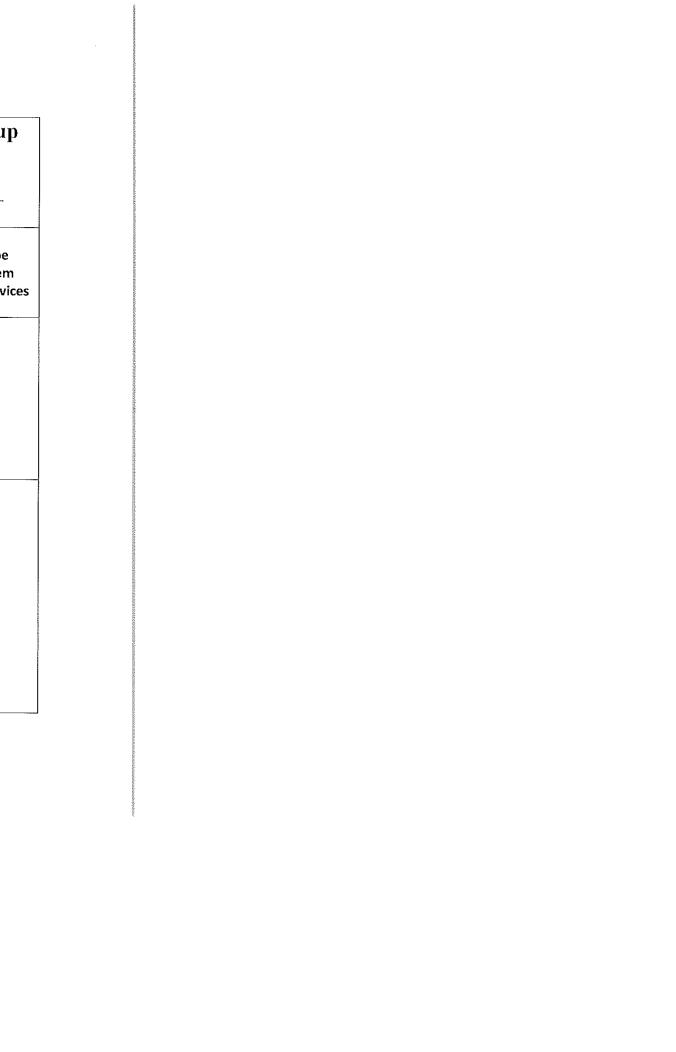|			
5)	Academic program in fermentation science and associated events/programming	Explore feasibility of academic program on fermentation science. Associated events such as a microbrew festival can be considered.	December 2014
6)	Review opportunities associated with football and alcoholic beverages	Areas that were considered but are no longer being pursued include tailgating and beer sales at football games.	n/a
7)	Research and Sponsored Programs reporting relationship	This has been moved to the administrative structures subgroup	n/a
8)	Auxiliary Services	This area was reviewed and evaluated. We recommend the area not be pursued at this time. Areas considered include mandatory meal plan, requiring freshman to live on campus, combine snack and beverage vending, outside purveyors at tailgate and other events. Current contractual arrangements and the upcoming Tennessee Promise program are influencers in this area.	n/a
9)	Camps, Facility Usage, and Venues	This area has been turned over to a permanent committee set up through Student Affairs.	n/a
10)	Athletics	This area was reviewed and evaluated. We recommend the area not be pursued at this time. Many of the areas, including sports campus and sports academies, are already being considered by members of the athletics department. Facilities management has established cost and operations figures in order to try and charge for full costs of operation.	n/a
11)			

Current Listing of all Possible Areas of Recommendations that have Resulted from Subgroup Brainstorming to Date

Subgroup Name: _Public Service_____   Subgroup Lead: __Scott Beck_____   Date: _10/27/14___
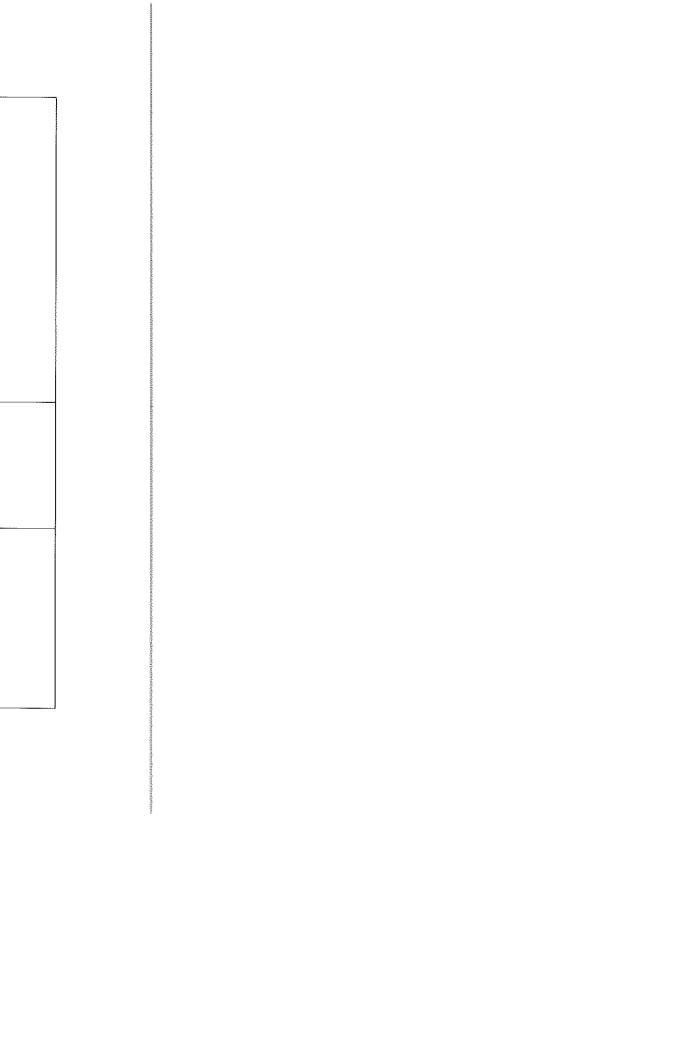
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1)	University School	Recommendation that 1989 contract between ETSU and Washington County School Board be renegotiated with goal that operation of school be at no cost to ETSU. Potential savings of $500 – 700,000 annually.	Passed by ASR committee on 10/15/14.
2)	Innovation Lab	Strategies to increase revenue; greater integration with SBDC and Valleybrook via Marketing/Recruiting position	11/12/14
3)	WETS	No reduction in budget but rather improved strategies to increase fund raising	11/12/14
4)			
5)			

Current Listing of all Possible Areas of Recommendations that have Resulted from Subgroup Brainstorming to Date

Subgroup Name: _Student Support Structures____   Subgroup Lead: _BJ King_____   Date: _10/29/14____

No.	Succinct Description of Area or Topic Identified	General Description of Recommendation that is that the Subgroup Envisions <u>Will or May</u> Emerge from Review of the Topic	Date Projected for Recommendation to be Proposed as Action Item for Administrative Services Review Committee
1)	The *Bucs Care Corner* provides a single location on the ETSU home web page (www.etsu.edu) for student support organizations to promote ease of access to services.	Current organization of the ETSU web site operates by respective organizational control of segments. This approach fragments information about student support structures that operate from different departments. *Bucs Care Corner* would gather in a single location on the web site links to respective organizations/services that are currently difficult to find on the site. *Bucs Care Corner* should appear on D2L, ETSU Home page, and GoldLink, with links for student support services grouped by type of resource (e.g., Behavioral/Emotional, Financial, Academic, Recreational, etc.).	Nov. 12, 2014
2)	Centralize promotion of various behavioral and emotional health services on the ETSU home page, *Bucs Care Corner*, D2L, ETSU Mobile App, and any other relevant outlets.	Students, faculty members, and staff members are often confused about how and where to seek mental health services that are available. A central information center is essential to guide students to appropriate help. The current strategy has no central focus and requires students to know precisely which agency is appropriate in respective situations and how to locate the correct agency information. Students rely on faculty and staff members for correct referrals, but the variety of operations that do not share promotional outlets are difficult to find and difficult to distinguish. The goal of this recommendation is to consolidate promotional information about behavioral and emotional support structures that clearly informs students and people who might refer them about the best process to follow in seeking help for respective problems.	Nov. 12, 2014

3)	Undergraduate students need an MSW FTE supervisor with 2 -5 GAs in a student services area to provide Undergrad Student Success Specialist (USSS) assistance in life, financial, health, academic and other issues that pose obstacles to success.	The Student Success Specialist in the ETSU Graduate School has successfully helped graduate students remain in school over the two years of its operation. The Graduate School documented that 80% of graduate students who used the service either graduated or were still enrolled in their respective programs. Declining retention rates over multiple years among undergraduates demonstrate the need for a similar case management service. Testimony from many ETSU officials reflects agreement that life circumstances, perhaps more often than academic difficulty, lead to students' dropping out. Existing services are overwhelmed with the special needs that they address, and many obstacles, such as life circumstances, have no focus within current program guidelines. A Master of Social Work Supervisor with up to five graduate assistants could offer case management to undergraduate students on the model of the Graduate School program, filling the gap that exists between existing objectives of current support structures and problems that seem to be outside their respective responsibilities. This program could assume the duties of managing the *Bucs Care Corner*.	Nov. 12, 2014
4)	Move date for financial planning earlier in term for ETSU 1020/freshman experience course to prevent financial problems.	Advisors and staff members who work with new students at ETSU report that students lack financial understanding about managing aid funds and personal resources. Examination of the current ETSU 1020 syllabus shows that financial planning appears late in the semester. This topic should be addressed in the beginning of respective terms to improve student knowledge about managing money before they exhaust their resources.	Nov. 12, 2014
5)	Single point of entry for all online access should be GoldLink. From there, students should move from to D2L.	ETSU officials routinely experience a lack of timely and responsible student responses to deadlines and required actions. Efforts to communicate with students about these matters are not effectively coordinated. One step in improving the efficiency of communication between ETSU and students involves structuring student access to institutional information by channeling the information through GoldLink. Students should access GoldMail by first entering GoldLink. This step would allow ETSU to display key information in GoldLink in a timely manner without subjecting students to email overload. This approach will reduce amount of email that is ignored by students.	Nov. 12, 2014

		Displaying this important information will require a longer time before system times out.	
6)	Move ESPR later to provide more grading opportunities. Move drop deadline from 8 weeks to 10 weeks. Encourage more classes offered after later drop deadline.	Instructors and students complain that ESPR grades arrive so early that students haven't had time to get more than one or two grades. Many courses have provided no grading opportunity before the ESPR deadline. Students who receive low ESPR or blank ESPR reports become discouraged. The late drop deadline occurs at the 8-week mark, leaving students inadequate time to assess their progress before making a timely drop decision.	Nov. 12, 2014
7)	Encourage development of part of term gen ed classes so students can drop/add later in term without impacting lottery or other aid.	Many students cannot afford to drop a class during a term because of constraints imposed by financial aid programs. Late starting courses are needed to give students opportunities to drop problem courses in mid-term with other courses available for adding to maintain their compliance with financial aid requirements.	Nov. 12, 2014
8)	Produce one letter that covers all responses from all offices that produce a withdrawal appeals decision. This process should be housed in Student Affairs to also provide information about how to get back into school.	Leaving the university is difficult and stressful for students. Students often receive multiple appeal status report letters from various ETSU offices. Examples of offices that send such letters include Housing, Financial Aid, and Lottery Scholarship. These letters arrive at different times during terms and direct students to take different actions involving respective offices. Sometimes these respective letters appear to students to be confusing or in conflict. Care and concern could be shown to students by streamlining the communication on withdrawal appeal processes. This simplification will improve communication with students who have to leave ETSU during the term to promote their return at a later date. It will also facilitate documenting trends about the reasons why students leave the university. All offices that produce appeal responses should forward copies to Student Affairs for preparation of a single letter to respective students.	Nov. 12, 2014
9)	Offer incentives for faculty to increase involvement outside classrooms with current and prospective students.	Much research, such as that from Noel-Levitz Higher Education (https://www.noellevitz.com/), revealed that students persist to graduation most often when they form successful relationships with faculty members and fellow students. However, faculty members at ETSU consistently report that their duties prevent them from	Dec. 10, 2014

		participating in recruiting and retention activities. Recent data reflect a declining retention rate. Although increases in 2014-15 in the number of new students occurred, the continuing drop in retaining new students will extend the period of falling revenue from student tuition and fees. Some administrative offices have called upon academic departments for participation by faculty in recruiting and retention, such as working at open houses and visiting with prospective students. Faculty respond that such activity does nothing to support success in gaining tenure/promotion and may inhibit those efforts by taking away time from teaching and research, which do play important roles in receiving tenure/promotion. A variety of Incentives should be devised to encourage faculty that such participation is in their interests, including clear communication about shared interests among all citizens of the university.	
10)	Enforce deadlines to provide better student services support to students who abide by deadlines	A study is under way to determine whether differential success among students is associated with earlier acceptance, financial aid completion, and enrollment. If such association can be demonstrated, ETSU should improve retention by providing assistance to students who adhere to deadlines rather than students did not comply and may require additional attention and resources.	Feb. 25, 2015

Current Listing of all Possible Areas of Recommendations that have Resulted from Subgroup Brainstorming to Date

Subgroup Name: Vendors and Contracts   Subgroup Lead: Barbi Worley   Date: October 29,2014

No.	Succinct Description of Area or Topic Identified	General Description of Recommendation that is that the Subgroup Envisions <u>Will or May</u> Emerge from Review of the Topic	Date Projected for Recommendation to be Proposed as Action Item for Administrative Services Review Committee
1)	Centralize printing, graphic design and variable data services.	Biomed and Printing & Publications are pursuing opportunities to work collaboratively through a common website to streamline the ordering process. University Relations working with Procurement on bid specs for an RFP for all letterhead, stationery, envelopes and business cards.	Meetings and discussions are ongoing. Proposed action date to be determined. Completion date on RFP is January 2015. This is a high priority recommendation for these items.
2)	Centralize Marketing and Promotional products.	University Relations working with Procurement on bid specs for 2 RFP's: 1. For all t-shirts, polo's, and other apparel. 2. For all other marketing and promotional items.	This is a high priority recommendation. Completion date is anticipated for January 2015.
3)	Contract Compliance	Procurement is in the process of expanding contract compliance through e-bucs Contract Manager.	Recommend as a low priority ongoing project.
4)	Simplify Contracts Process	We have contacted Legal regarding contracts training to include the agreement routing forms. Develop most FAQ's. Will discuss increasing training session to quarterly and minimizing signatures on contracts to expedite the process.	Recommend as a low priority project.
5)	Aramark	Review the contract to determine if there are specific items that could be modified including food quality and equipment purchasing/maintenance. Multiple people will need to be involved in the review of this contract. Potential savings and pain point relief to be determined.	Recommend as a low priority ongoing project. Completion date of 2018 prior to renewing contract in 2019.
6)	Maintenance Contracts	Consulted with Lisa Clarke regarding Maintenance contracts specifically, along with all other types of contracts, were reviewed to see if any could be combined or bid to reduce cost. The main emphasis was on combining contracts since TBR/ETSU has strict guidelines concerning bidding requirements which are followed for every contract and order generated by the University.	Recommend removing this item from Matrix. The finding was that all contracts were already being reviewed at the time of implementation for potential bidding, the possibility of combining with other contracts (either ETSU, TBR or UT), or the appropriateness of sole sourcing. When there was more than one solution available that meets the University's needs, the most cost effective was chosen.