Appendix K: Recent higher education efficiency initiatives

JLARC requested information on major efforts undertaken at each of Virginia's institutions to reduce costs, avoid future costs, and or improve efficiency in recent years. Major efforts reported were limited to those initiated since 2021. The information collected is intended to supplement efforts previously reported through the State Council of Higher Education for Virginia's (SCHEV) 2021 Efficiency and Effectiveness Survey.

The following tables present the efficiency efforts reported by each institution related to contracts and shared services (Table K-1); policy changes (Table K-2); process redesigns (Table K-3); procurement (Table K-4); revenue enhancement (Table K-5); structure and organizational changes (Table K-6); outsourcing (Table K-7); and other efficiency improvement efforts (Table K-8).

TABLE K-1
Contracts and shared services

Functional Area	Institution	Description	One-time savings/ revenue	Ongoing savings/ revenue	Non-monetary or unquantifiable efficiency gains
Academic affairs	JMU	Libraries software. Savings achieved through cancellations and cost-sharing arrangements.	$285,855		
Academic affairs	JMU	Consolidating University Digital Marketing and Advertising. The consolidation combined the JMU School of Professional and Continuing Education (SPCE), The Graduate School, and undergraduate recruitment digital marketing and advertising efforts under one contract with the university's advertising agency. Before consolidation, the SPCE conducted student recruitment efforts with an outside provider, which carried a tuition sharing provision. Now, the program revenue will stay in house as new students enroll. And The Graduate School conducted its recruitment campaigns on its own. Along with the combined marketing, starting in the spring of 2021, full-time JMU staff were hired/trained to recruit/advise online students into the Adult Degree Program (ADP) to fully transition away from support from the contractor over the three-year contract period.		$700,000	

Category	Institution	Description	Savings	Benefit
Academic affairs	JMU	Transition to new grant management software. The new system incorporates both sponsored projects and compliance, creates data synchronization between systems.	$12,000	Provides a cost-efficiency strategy and offers significant labor reductions, faster processing and improved functionality.
Academic affairs	LU	Longwood's library developed a shared catalog with Hampden-Sydney College and the Central Virginia Library system, called SALSA.	$30,000	Able to eliminate one position in the library and consolidate job duties across other positions.
Academic affairs	UVAW	Migration from Moodle to UVA Canvas		Several advantages to students: increased flexibility through robust mobile applications, enhanced support/training, advanced analytics and reporting, integration of various tools that enhance the learning experience.
Academic affairs	VCU	Shared services model implemented within the provost's office, which eliminated positions.	$416,103	
Academic affairs	VMI	The library replaced obsolete search engine subscription (OCLC Discovery) with a more modern one (EDS).	$1,000	
Academic affairs	VMI	The library will replace the online catalog system (KOHA) and replace it with a new one (FOLIO).		The adoption of Folio will allow the integration of workflows that until now required data to be double entered and the use of disparate systems, which were prone to errors and inefficiencies.
Academic affairs	VMI	The library canceled the purchase of traditional print reference materials.	$5,000	
Academic affairs	VT	VTCSOM has partnerships with Carilion Clinic, Radford University, and the Fralin Biomedical Research Institute at VTC that enable cost efficiencies and resource sharing. These collaborations include leveraging Carilion Clinic for physician time and simulation lab use, utilizing Radford University's Virginia Intercollegiate Anatomy Lab and collaborating on Health Systems Science Interprofessionalism (HSSIP) domain instruction, and contracting with the Fralin Biomedical Research Institute at VTC for grant accounting and management, enhancing operational efficiency and expertise.		External partnerships enable the university to leverage shared infrastructure and facilitate professional collaboration.
Auxiliaries	CNU	Evaluated implementation of various contractual services such as uniforms, copiers/printing, and others to identify and implement cost saving strategies.	$32,000	
Auxiliaries	GMU	Parking contract savings.	$1,100,000	
Auxiliaries	GMU	Restructured shuttle routes and bus sizes to match hybrid teaching.	$1,500,000	

Auxiliaries	GMU	Negotiated with Sodexo (food services and facilities management contractor) to receive a "Contribution" of $325K for four (4) years for the remaining years of the contract.	$1,300,000		
Auxiliaries	GMU	Shifted financial responsibility of operating the Global Center from George Mason to Sodexo.		$660,000	
Auxiliaries	GMU	Moved the faculty and staff dining room (Mason Club) from the Pilot House (Hampton Roads) to the Blackstone Room inside the all-you-care-to-eat Southside Dining Hall.		$275,000	
Auxiliaries	GMU	Renegotiated Canteen vending agreement.	$35,000		95 machine upgrades
Auxiliaries	GMU	Renegotiation of the Freedom Aquatic and Fitness Center tripartite agreement to add additional funds from the partners to recoup the operating deficit caused by the COVID pandemic	$2,100,000		
Auxiliaries	VT	Implementation of Parkmobile as a mobile payment platform, allowing the move to over 80% of all coin collections to an online platform.			Saved staff time from meter collections.
Auxiliaries	VT	Virginia Tech partnered with Grubhub to offer online ordering for VT dining venues.			Remote ordering allows more efficient food order processing.
Institutional support	CNU	CNU ITS reviewed software services for consolidation and non-renewal.	$156,448		
Institutional support	CNU	BO-Utilizing Cardinal HCM for human resource and payroll.	$500,000	$50,000-$100,000	
Institutional support	CNU	Eliminated a contracted retirement participant advice service.	$10,000		
Institutional support	GMU	Ongoing efforts to review opportunities to enhance spaces and reduce off-site rental and lease options. Addition of Lease Module to Archibus Database to consolidate 3+ spreadsheets used by 3 departments, eliminating duplicate entry and need for audit and synchronization of systems, improving data accessibility and accuracy, and exposing budget gaps between master and subleases.		$50,000	
Institutional support	GMU	Contracted with Lambent Spaces for occupancy monitoring to replace ongoing labor-intensive field audits and identify opportunities for space optimization.		$50,000 - $100,000	
Institutional support	GMU	Addition of Space Survey Module to Archibus Database to leverage existing unit Space Liaisons to manage occupancy data accuracy and eliminate need for 1 full-time space management analyst.		$70,000	

Institutional support	GMU	Digital signage deactivation	$70,000	
Institutional support	JMU	Consolidation of Electronic Medical Records Systems. This project consolidates the University Health Center, Counseling Center, Athletics Sports Medicine and the university clinics in the College of the Health and Behavioral Studies and iHHS.		Cost efficiencies are realized through the elimination of risk of multiple systems, consolidation of data, support staff required and better assurance of HIPAA compliant storage of health data.
Institutional support	LU	Transitioned from on-campus, hard drive stored data to 3rd party cloud stored data	$500,000	
Institutional support	UMW	Eliminated Weave/Performance Cloud assessment management system and replaced with an inhouse system using existing IT tools.	$30,000	
Institutional support	UMW	Migrated from Apogee digital signage system to Zoom digital signage system.	$81,700	Reduced workload on network staff; enhanced system security and redundancy; provides enhanced features and reporting; provides anywhere telephone service, from on and off campus
Institutional support	UVAW	The college shares many services, systems, and software packages with [UVA], leveraging the needed expertise in areas such as general counsel, risk management, finance, construction, and more.		The colleges utilize resources and finance systems of the university, along with specialized software to save money and keep our costs as low as possible. Exact savings unknown but in the multi-millions
Institutional support	VT	Implementation of shared services model across several investment institutes. Shared services include space management, fiscal and purchasing support, IT support, facilities maintenance, grant support, and other administrative services.	$667,000	Leverage existing capabilities to lower labor and operating costs and also reduce effort duplication through consolidation of various functions.
Student services	GMU	Contract with implementation partner to customize and integrate Salesforce Education Cloud into existing systems to advance the university's goals to comprehensively support students at every step of their academic journey at George Mason.		Investment in improvements in business processes and data management results in reduced administration costs and improvements to student experience and outcomes. Provides seamless connections to facilitate student success and retention rates leading to degree completions.
Student services	JMU	Moved to Advocate system for conduct case management. Combined systems across units and divisions to best support students (OSARP, DOS, Title IX)		Created efficiency for reporting and tracking case processes electronically and reduced cost on paper and printing. Additional opportunity for efficiency gains with university-wide case management systems.

Functional area	Institution	Brief Description	One-time savings/revenue	Ongoing savings/revenue	Non-monetary or unquantifiable efficiency gains
Student services	LU	Adopted streamlining software for Accessibility Resources called AIM (Accessible Information Management)			Saved staff time
Student services	NSU	Implemented TimelyCare – 24/7 mental health services for students as a complement to in person counseling staff.		$450,000	TimelyCare cost approximately $90,000 a year. To duplicate the on demand, after hours and weekend access it provides, we would need at least 5-6 additional staff at $90,000 each totaling $540,000. In addition, we would need to contract with counselors licensed in different states, and the cost would be exorbitant to do so.
Student services	UMW	The Office of Admissions reduced contract terms and eliminated underperforming contracts to support student recruitment operations.		$114,760	
Student services	UVAW	Contracted with University of Virginia Population Health to expand psychiatric and mental health services for students.	$135,000		
Student services	VMI	Cost avoidance. Rat Class (first year) instead of Corps (student body) Trip.	$80,000		

SOURCE: JLARC Cost Efficiency Information Collection Instrument (2024).

TABLE K-2
Policy changes

Functional area	Institution	Brief Description	One-time savings/ revenue	Ongoing savings/ revenue	Non-monetary or unquantifiable efficiency gains
Academic affairs	LU	Faculty Voluntary Early Retirement Policy adopted	$50,000		
Academic affairs	VT	Restructuring the office space policy across the Pamplin College of Business and the College of Engineering	$35,000		
Academic affairs	VT	VP Health Sciences & Technology worked to decrease advancement fundraising and procurement costs across the senior management area		$311,000	
Auxiliaries	LU	Housing On-campus live on requirement: Requires students to live in Longwood managed housing for three years. Analysis of the Farmville housing market, where rental rates have risen dramatically in the last five years, shows that the true cost of	$1,000,000		

Functional Area	Institution	Description	One-time savings/revenue	Ongoing savings/revenue	Non-monetary or unquantifiable efficiency gains
		living off-campus (rent, utilities, transportation, and meals) is comparable to living on campus.			
Auxiliaries	VMI	Cadet laundry turn in and processing. Cadets are now able to turn in their laundry for cleaning, pressing, and folding on a rolling basis compared to the previous method of two days per week.			Over two-year period, there was an 18% increase in cadet laundry usage, an 8% increase in overall cadet satisfaction with laundry processing and cleaning, and VMI Laundry has realized a 15% increase in the amount of laundry processed with a faster processing time.
Auxiliaries	VMI	Amend team schedules to increase guarantee game revenues and reduce competition costs.	$50,000		
Institutional support	CNU	Business Office (BO) implemented a virtual filing system.	$15,000		
Institutional support	UMW	Changed Small Purchase Charge Car Policy to increase use.			Significant efficiency improvement eliminating the need to create individual checks and the associate postage costs. Also aligns with VPPA.
Institutional support	VMI	Dropped Citrix product for remote desktop connections as cost savings and security measure.		$80,000	As part of this we also see additional cost savings by not needing to replace all our thin clients annually using retired PCs as kiosks

SOURCE: JLARC Cost Efficiency Information Collection Instrument (2024).

TABLE K-3
Process redesigns

Functional Area	Institution	Description	One-time savings/revenue	Ongoing savings/revenue	Non-monetary or unquantifiable efficiency gains
Academic affairs	JMU	Implemented Salesforce Education Cloud for Advising and Student Success. Centralized approach to appointment scheduling for students with advisors and university support (Registrar, Business Office, Financial Aid, Learning Centers, etc.) Case Management – providing students with a means to submit questions, challenges, concerns in one location with routing to appropriate offices for solutions.			Reduces phone calls, emails, and ensures appropriate tracking. Data is tracked and used to enhance support and provide support for students at risk.
Academic affairs	JMU	Virtual Lab Pilot - Implemented a virtual lab. Created a virtual lab space in Microsoft Azure to pilot a model for students and faculty to access lab-only software virtually rather than needing to use physical lab.			Data will be analyzed and used to determine potential of physical lab elimination.

Academic affairs	JMU	Predictive Enrollment Model – First Year Students. First Year Student enrollment model has been developed and is currently being utilized to better anticipate fall 2024 course enrollment needs/demands.	$50,000		Better utilization of space and personnel resources; improved student registration experience and improved first-year advising and degree planning.
Academic affairs	JMU	Improving Retention and Closing the Equity Gap. Using the data to identify which specific student segments have the lowest retention rates, then to identify specific strategies and interventions to improve the rates.		$1,000,000	
Academic affairs	NSU	Move to an automated system of processing faculty annual evaluation, tenure, and promotion documents.			Anticipate annual savings related to transparency and retention of documents. Expect cost avoidance associated with process challenges.
Academic affairs	ODU	Summer Instruction Evaluation - Reviewed how summer courses are assigned and paid. Changed pay practice to be based on enrollment in the course. If the course is not full, the payment is pro-rated. Implementing a review of the number, type, and need of courses offered in the summer was also done.	$100,000		
Academic affairs	RU	Reallocation of adjunct expense budgets from Central Academic Administration to department level management.	$300,000		Accountability at the departmental level on staffing and resources for courses beyond the full-time, tenured and non-tenured track, faculty teaching loads (~$300K).
Academic affairs	UVAW	EAB's Edify is a comprehensive education data platform designed to help leverage data to improve various aspects of IR operations.			Will help optimize course offerings, ensuring students can enroll in the classes they need to graduate on-time.
Academic affairs	VT	Redesigned process to allow soil testing boxes to be shipped directly to consumers, eliminating the need for a leased warehouse.		$20,000	
Academic affairs	W&M	Old institutionally build system was at end of life. New system can interact with other campus systems and integrate: protocol and compliance management, conflict of interest, proposal preparation and submission, sponsored projects award management, sponsored projects fund management, and effort certification.			Better overall management of grant operations. Anticipated operational efficiencies once the system is fully up and running.
Auxiliaries	CNU	Redesigned housing selection process for continuing students to enable increased self-service functionality and extend the process to improve customer service and reduce overtime.	$9,000		

Auxiliaries	Institution	Description			Notes
Auxiliaries	CNU	Redesigned residential occupancy period start and end dates to reduce time pressures on summer room turn processes impacting overtime and productivity.	$25,000		
Auxiliaries	CNU	Increased utilization of student workers and hourly staff to support non-skilled work and inspections throughout housing.			Anticipated net zero monetary impact. Realized efficiency gains from enabling skilled staff to focus on more complex aspects of their workload.
Auxiliaries	CNU	Implemented reusable green2go containers to reduce landfill waste and reduce supply expenses related to single-use to-go containers.	$200,000		
Auxiliaries	CNU	Realigned dining hours of operation, dining plan options, and pricing to better match customer behavior and demand.	$475,000		
Auxiliaries	GMU	Student Centers took over the University's Digital Signage platform.	$135,000		With digital platform, Student Centers have reduced spending at the Print Hub for printed advertisements by 25%.
Auxiliaries	GMU	Paper event schedules replaced with digital display tablets programmed for each space outside event venues housed within a Student Center facility. Tablets provide real-time updates, including RAVE alerts from the university.		$10,000	
Auxiliaries	GMU	Implemented License Plate Recognition technology		$125,000	Increased efficiency of parking technicians in being able to cover parking lots/decks in a vehicle versus on foot.
Auxiliaries	GMU	Student Centers contracted with Vivid Media to have virtual tours filmed of all the Johnson Center, SUB I, and The Hub event spaces.		$50,000	New technology has saved countless labor hours as clients rarely need to have in-person walkthroughs of the spaces prior to submitting reservations.
Auxiliaries	GMU	Launched Mason Mobile ID's, which provide the community the option to download a mobile ID card, eliminating the need to print a physical card.		$12,000	
Auxiliaries	JMU	Implemented cloud-based application to support telecommunications services.			Eliminated on-premise servers and improved workflows and self-service.
Auxiliaries	UMW	Changed transportation process for athletics by shifting from buses (with average year-to-year increases of 5.2%) to vans already in the UMW vehicle fleet.	$60,000		
Auxiliaries	UVA	UVA Recreation began auditing payroll to maximize work-study program funding and purchased software to enable the department to monitor use and location of all department vehicles to minimize misuse and theft.	At least $65,000		

Auxiliaries	UVA	Past policy had been to keep supplies stocked for access control inventory (door handles, wiring, and replacement parts) rather than have vendor supply as needed. Stopped stocking inventory.	$654,000	
Auxiliaries	UVA	Parking and Transportation moved from both paper hang tag permits and electronic permits to exclusively electronic parking permits using license plate recognition software.	$93,300	
Auxiliaries	VMI	Ceased sewing class stripes on the VMI Cadet Gray Overcoat. This item is worn in Cadet parades and inspections during cooler weather. This item is worn, on average, 5 times per year. Class stripes were added to each individual overcoat to signify a Cadet's current privilege class in the Corps and required a new stripe to be added each year. The Tailor Shop would hand sew the stripes onto each individual overcoat every year until the cadet graduated. The stripes were then removed from the overcoat by hand to prepare the coat to be issued to another cadet.		Saves 1,200 employee work hours per year at an average salary of $16.35 per hour. This time savings allows the tailors to focus on the repair and upkeep of other more regularly worn uniform items.
Auxiliaries	VMI	Online cadet combat boot sales. VMI transitioned to allowing incoming Cadets to purchase their own boots prior to matriculating to VMI, enabling the Cadet to begin the break in process earlier. VMI now stocks approximately 400 pairs of combat boots to meet the needs of uniformed faculty and to sell to incoming cadets.	$43,000	Reduces the number of foot problems experienced by Cadets early in their cadetship.
Auxiliaries	VT	Virginia Tech centralized and simplified its telecommunication services billing process. Through the implementation of a centralized and simplified telecommunication billing process, the university has decreased the number of transactions from nearly 480,000 to about 40.		The simplified and centralized process reduced billing complexities and the administrative burden because of lengthy reviews. Additionally, the university has standardized and expedited access across campus for essential services.
Institutional support	GMU	Redesigned Banner ERP Chart of Accounts (COA). Replaced disjointed Chart of Accounts that had evolved since original Banner implementation 20 years ago with revised structure, providing consistent principles to facilitate reporting financial activity by various dimensions (responsible departments, funding sources, functional programs, etc.) consistently across the institution. Aligned structure with academic programs to enable metrics and analysis utilizing financial and programmatic data (e.g., enrollment, credit hours).		Provided foundation and framework for future initiatives to utilize baseline functionality of systems and enable reporting/analysis without significant manual data cleansing/manipulation. Efficiencies are still being realized as new processes/ analyses are being developed leveraging this foundation.

Institutional support	GMU	Implemented program for development of Robotic Process Automation (RPA) tools and Workflows to replace manual forms and processes. Various routine business processes have been upgraded from paper/PDF form processing requiring manual approvals and re-keying of data multiple times into streamlined, automated processes. Various tools are leveraged for automating, including business process redesign (BPR), workflow automations for approval routings and in some cases automatically integrating to system of record once approved, and RPA applications based on the individual use case.		Individual projects tend to be small and may yield time savings ranging from a few days to several weeks/year while providing faster turnaround for students/customers, fewer opportunities for errors, and reduced need to track and follow-up on missing paperwork. The cumulative impact of these small projects improves service delivery to our students, simplifies processes for faculty and staff, and provides scalable solutions enabling us to serve a larger student/faculty population and growing research portfolio without incrementally increasing administrative staffing. Example automations in fiscal processes include with estimated time savings: (1) Chapter 33/GI Bill benefits posted to student accounts (275 hrs/year) (2) 529 Remittances posted to student accounts (356 hrs/year) (3) COA maintenance requests (600 hrs/year).
Institutional support	GMU	Implemented Chrome River Travel and Expense system for Expense Reporting and Pcard Reconciliations		Replaced manual processes and non-integrated systems, providing efficiencies for both central office and distributed units. Mobile-friendly software also facilitates receipt capture, creating efficiency for end-users.
Institutional support	GMU	Implemented Huron Suite of tools for Research Administration Management Portal (RAMP) as an integrated strategy to transform research administration and support. RAMP is replacing outdated systems, which were not integrated and at capacity while also eliminating shadow systems, paper forms and duplicate data entry (along with embedded opportunities for errors and inefficiencies). One platform for research lifecycle from proposal development to award with transparent, security-based workflows to support distributed processes.		Allows efficient data capture on research metrics to monitor trends and KPI's. Implementation is ongoing, but efficiencies are gained for every module at both central offices and local academic/ research units avoiding the need to expand staffing proportionally to support growing research portfolio.
Institutional support	GMU	Applicant tracking process - Implementation of a new position description (PD) process allowing a more streamlined workflow from the creation of a position to posting a job, reducing from at least 5 forms to 1 online form.	At least $200,000	

Institutional support	GMU	Job Advertising - Centralized and streamlined funding model and process for faster and more efficient job advertising.		Providing cost savings and maximizing advertising exposure.
Institutional support	JMU	Improving Winter Session Recruitment. In 2023–24 academic year, the university brought winter session recruitment over from Academic Affairs to UM&B.		By partnering with the Winter Session team, UM&B was able to help with the following results for Winter Session 2023–24: 38 percent increase in credit hr. productions; 32 percent in unique enrolled students; 45 percent increase in total revenue. These positive results also included an entire Winter Session site overhaul, new digital advertising strategy with Spark 451, and new advertising design.
Institutional support	JMU	Implementation of university wide CRM eliminates divisional costs for Slate and text messaging applications.		Anticipate workflow efficiency.
Institutional support	ODU	Implementation of new facilities management work order management system (Archibus).		This system upgrade enhanced the department's ability to track the average work order response time and provide more information on month-to-month variances. This includes realizing average response time by work order type and an expectation to close work orders with greater efficiency and to account for variation in need, e.g., moving furniture vs. leaking toilet.
Institutional support	UMW	Migrated UMW's Banner enterprise resource planning system from on-premises data center to the cloud, hosted by Ellucian.		Eliminated two positions; significantly reduced the workload of data center staff; enhanced system security and redundancy.
Institutional support	VMI	Human Resources: Audit from outside vendor to determine policy and procedure needs, staffing needs, and employee handbook legality updating. Possibility of increased telework.		Proper staffing = better office space planning/employee parking, salaries, hiring and retention.
Institutional support	VT	Electronic Research Administration (ERA): Robotic Process Automation (RPA) and other significant workflow improvements to Office of Sponsored Programs (OSP) systems. Reduction in manual entries, improvements to data integrity through error-free data entry, and realignment of 3.00 existing OSP FTEs to focus on higher value-added activities.	$338,000	Currently, 6 Robotic Process Automations are in production yielding 3,550 hours in annual time savings. This equates to 1.7 FTEs estimated at $150,000 in annual savings. In addition, life cycle process and workflow improvements to Summit Agreements and several other OSP research administration tools have yielded $188,000 in annual savings by freeing up approx. 3 FTEs through automation of routine compliance and administrative tasks resulting in reduction of university compliance and financial risk, reduction

				of administrative burden, and improved efficiency and productivity.
Institutional support	VT	Units within the VP for Finance senior management area have streamlined processes related to revenue planning, graduate tuition remission awards, and internal accounting transfers.		The streamlined processes introduce time savings. Finance personnel are able to utilize saved time to prioritize other projects and therefore increase the level of service.
Institutional support	VT	Units providing institutional support to the university have identified several efficiency-increasing tactics focused on process redesign, such as developing systems that promote efficient workflows and introducing time-saving efforts. Electronic forms and automated workflow initiatives have been noted in several units. The university has embraced digitizing many of the university's processes, such as the signature routing process.		Virginia Tech anticipates the realization of savings because of an increased rate of efficiency, reduced burden on campus mailing system, manual journal entry processing, etc.
Institutional support	VT	Implementation of an automated payment solution for FOIA requests through Nelnet Commerce Manager. Enables individuals/organizations to pay for FOIA requests with associated costs through an online portal, negating the need for checks/cash handling inside of Advancement's business services unit.		Staff time savings have been realized in the Advancement business services unit since check/cash handling is no longer required for associated FOIA requests. Additional efficiency is realized through the convenience factor of the online payment system, streamlining the process and ensuring prompt payments.
Institutional support	VT	Improved budget process efficiency with new system.		The new process saves team members effort (in terms of budget mechanics) and allows the team to manage more business units and complexity without additional staff. This allows efforts to be focused on higher value planning efforts to advance institutional strategic needs.
Institutional support	VT	The Office of Budget & Financial Planning has redesigned processes to enhance customer service, streamline student billing, simplify board resolutions, improve budget processes, enhance data analytics, and streamline campus assessments.		This has resulted in the ability to move efforts to higher value deliverables and better meet campus needs without additional resources (positions).
Institutional support	VT	Consolidate billing practices to allow for central Bursar billing of third-party student health insurance.	$900,000	Outcome improvements will give students a more streamlined experience, stabilize the plan, and enhance controls.
Institutional support	VT	The university finance division began implementing Robotic Process Automation in the summer of 2020. Since then, the university added 5 processes (elimination of manual entry for accounts payable, external scholarship process, elimination of	At least $300,000	

		manual entry for workflow duplicates deletion, sponsored award setup, and edits to 1099s and prompt pay).		
Institutional support	VT	Effort Reporting System implemented in summer 2022, eliminating system modifications and reducing administrative overhead.	$250,000 $350,000	
Institutional support	W&M	ERP transformation.		Consolidating multiple systems across institutions.
Institutional support	W&M	Contracted with a payment processor to manage the majority of vendor payments. Enables W&M accounts payable team to focus on core responsibilities.		Efficiency savings by having a full Procure-to-Pay process in one system for users across campus.
Student services	CNU	Financial Aid developed an online portal for new students (first time in college and transfers) to review/accept their financial aid offers and receive other information related to financial aid.	$5,000	
Student services	CNU	Developed reporting dashboards to provide on-demand access to important student record information and data for academic department chairs and deans, select athletics staff, and university housing staff.	$20,000	
Student services	GMU	Redesigned new undergraduate student orientation to streamline and universalize services across First Time in College (FTIC) and Transfer populations for in-person program; and specialize online experience.	$150,000	The shift allowed for expanded capacity, while limiting staff and event expenditures.
Student services	GMU	Eliminated "Quill Camp" Extended Orientation program due to low student engagement with high cost, resulting in low ROI. Allowed for the elimination of direct program costs along with staffing realignment.	$80,000	1.0 FTE redirected to other efforts.
Student services	JMU	Curricular Approach to Student Learning. Student staff training redesign. Units across Students Affairs collaborated to create a central online training module for all student staff in the division.		Reduction of in-person, staff lead training time for over 600 student employees. Significant efficiency gain in all student staff receiving information in a timely manner. We are able to change one training rather than 12.
Student services	UVAW	Enrollment Management has automated procedures to recruit and attract students resulting in two years of increased enrollment.	At least $1,000,000	
Student services	VMI	Club Team Per Diem Flat Rate.	$64,800	

Functional Area	Institution	Description		
Student services	VMI	SCHEV Pell Grant Initiative		Leverage new SCHEV Pell Grant funds to assist in recruitment and retention of Pell-eligible Virginians.
Student services	VMI	The Financial Aid Office and Admissions Office are undertaking efforts to automate functions where appropriate and embrace more paperless processes.		The Financial Aid Office and Admissions Office are increasing efficiencies through the use of certain automated processes and workflow.
Student services	VMI	Fitness review process for medical clearance to attend VMI is integrated with stakeholders through Etrieve.		Etrieve allows all members of the Fitness Review Process to view pertinent documents and submit their recommendation on admittance to VMI directly with a record in perpetuity that is protected from view for those outside the FRP. No longer sending paper packets around to all stakeholders.

SOURCE: JLARC Cost Efficiency Information Collection Instrument (2024).

TABLE K-4
Procurement

Functional Area	Institution	Description	One-time savings/ revenue	Ongoing savings/ revenue	Non-monetary or unquantifiable efficiency gains
Academic affairs	GMU	George Mason has expanded its internal capacity to analyze large scale enrollment/financial datasets so will be eliminating a relationship with a third-party vendor (HelioCampus) who has been doing this work on our behalf. Previously, this vendor provided insights on financial aid leveraging and long-term enrollment planning, both functions can be more efficiently managed in-house – and at a considerable savings.	$250,000		
Academic affairs	GMU	Review of Collections - cancelling many print subscriptions and achieving additional cost savings through database and e-journal cancellations and book purchase reductions.		$750,000	
Academic affairs	JMU	Libraries Educational Materials & Subscriptions. Renegotiated to "unbundle" the journal package with the publishing conglomerate Elsvier	$154,552		Resulting in the savings in materials budget and created a more relevant and well-used title list.
Academic affairs	LU	Created position of Academic Affairs procurement officer to create efficiencies and cost savings in procurement			Better adherence to state procurement guidelines, including SWaM vendor goals

Academic affairs	VCU	Participation in Virginia's Academic Library Consortium to reduce subscription costs and VCU author processing charges for Wiley Online Library, Springer Nature journals and ebooks, IEEE, IOP journals, and ACS journals.	$3,631,957	
Academic affairs	VMI	The library has coordinated VMI's participation in the Open Education Resources initiative to procure selected textbooks that are made free to Cadets.		It benefits cadets who gain access to textbooks for free. VIVA bears the cost of the one-time purchase of the textbooks.
Auxiliaries	JMU	Bluestone Chiller Loop replacement.		Anticipate this project will reduce electric consumption, be more efficient and have lower operating and maintenance costs, and the equipment will be quieter and more environmentally friendly.
Auxiliaries	JMU	Residence Life Box Truck purchase in place of annual summer rental of a box truck.	$15,000	
Auxiliaries	JMU	Hand driers installed in Shorts and Chandler Hall.		Reduction of university waste and cost of paper products within residence halls.
Auxiliaries	RU	Increased parking and vending revenue.	$75,000	
Auxiliaries	VMI	Modernization of cadet uniform items.	$9,000	
Auxiliaries	VMI	Reduction in the number of cadet uniforms issued to the VMI Corps of Cadets. Removed items from the inventory that are seldom or rarely worn.	$132,094	
Institutional support	JMU	When JMU is the "lead" institution on a contract to be partially managed by VHEPC, JMU is able to negotiate the VHEPC Publicly Accessible Contract (PAC) Addendum, which allows VHEPC and the "Lead" institution to each review a .5% Administrative Fee from suppliers utilizing the contract with non-VHEPC member organizations.	$78,992	
Institutional support	JMU	Negotiated CAS Severn – Okta Reseller – during FY24. Negotiated to walk back year-over-year renewal quote with 10.9% rise to a 0% second year as we are still in implementation.	$25,699	
Institutional support	JMU	Mythics assumption of renewal support for Oracle. Negotiated the migration of Oracle to Mythics state contract.	$74,269	Joining the contract ridership in the initial year will be slightly higher rise than direct, but in the following renewals rise will be capped at 6% under contract provisions. Oracle direct has moved to 8% YOY across the board rise.
Institutional support	JMU	Negotiate Learfield Modification – FY23 – During COVID the Learfield agreement had been modified to deal with the	117,049	This model will continue to support additional revenue gains in the future.

		impacts of the pandemic. Negotiated the contract to revert back to guaranteed model in FY23 from AGR 65% split.			
Institutional support	JMU	JMU works collaboratively on contracts as a member of VASCUPP and the Virginia Higher Education Procurement Consortium (VHEPC). VHEPC provides data analytics for strategic contracts across the membership and provides resources to assist with membership-based negotiations, market research, contract compliance audits, etc.	8,568,241		JMU implemented additional VHEPC managed contracts in the past several months that should continue to enhance benefits received.
Institutional support	JMU	Negotiated Sales Force Inbox Add On – During FY24	$67,972		
Institutional support	JMU	Working collaboratively with VASCUPP institutions to ensure efficient use of resources and contract negotiation power of volume.			Reduce duplicate contracts among the schools. Saves staff time.
Institutional support	JMU	Contract Revenue Collection.	$7,351,652		These numbers are not inclusive of revenue tracked from Follett, Aramark, Pepsi, Cbord tracked by Business Services.
Institutional support	JMU	Implemented Adobe Sign.			Procured enterprise license for Adobe Sign enabling electronic signatures, providing time savings and reduced paper consumption.
Institutional support	UMW	Migrated UMW initiated an Energy Performance Contract through VVDOE utilizing the established state-wide contract for procurement of pre-qualified, vetted, Energy Service Companies (ESCO). The goal of these projects is to create budget neutral guaranteed energy savings through energy-saving infrastructure improvements.	$1,100,000	$741,000	
Institutional support	UVA	Facilities Management (FM) moved its uniform order services from paper to Workday, changed custodial products providers, and installed self-performing controls on new capital construction for cost savings. The Workday implementation has reduced the need for fiscal technician roles.	$550,000	$400,000	
Institutional support	UVA	Implemented Amazon Business instead of utilizing multiple department-level Amazon accounts. Through Amazon Business purchases are tax exempt, average of 3-5% lower pricing than regular Amazon purchases, rebates are realistically attainable, it is easier to search for local, SWaM, or sustainability status, and Office of Procurement and Supplier Diversity Services has better visibility into Amazon purchases.			Indeterminate

Institutional support	VCU	Award of new banking services contract resulted in reduction of charges, improved security and implementation of state-of-the-art financial technology.	$630,000	$250,000	
Institutional support	VMI	Changed Firewall vendors from Palo Alto to Fortinet due to extreme annual licensing cost increase from Palo Alto.		$70,000	
Institutional support	VT	Provide commodity cost indexing for capital construction projects to help inform forecasting, which will optimize project scheduling and the timing of advertising projects for pricing by GC/CM's and subcontractors.		$13,000	The cost indexing allows Virginia Tech's procurement team to be better informed to project the optimal time to take a project to market.
Institutional support	W&M	Supply chain services achieve cost savings/avoidance through robust soft and hard cost negotiation strategies, elimination of duplicate charges and services across campus and repurposed solutions.	$2,500,000		
Student services	VMI	Periodic equipment replacement			Efficiency Gains (need cost estimate)

SOURCE: JLARC Cost Efficiency Information Collection Instrument (2024).

TABLE K-5
Revenue enhancement

Functional Area	Institution	Description	One-time savings/ revenue	Ongoing savings/ revenue	Non-monetary or unquantifiable efficiency gains
Academic affairs	JMU	Non-completer Pathways. Continued work with non-completer and online partnerships developed as part of the Online Virginia Network to improve transfer options and opportunities for students with college credits to enroll and graduate.	$142,500		Increased enrollments and utilization of online course offerings, and enhanced transfer options and student services for students to persist/complete their degree.
Academic affairs	UVA	The College of Arts and Sciences reviewed restricted fund balances for opportunities to use funds to underwrite operating budget or reinvest endowment fund balances to build future revenue.		$1,800,000	
Academic affairs	UVA-W	The college received a level change and began offering graduate courses in FY 24. The college introduced the first graduate program – an M.Ed. in Curriculum and Instruction. The M.Ed. at UVA Wise provides high-quality professional learning leading to expanded job opportunities and increased	$150,000		

		earning potential for licensed teachers. Students without a teaching license can become provisionally licensed if they have completed necessary coursework, which helps us address the teacher shortage. There are plans to introduce additional graduate programs in FY25 and FY26.			
Academic affairs	UVA-W	UVA-Wise has added baccalaureate certificates to our offerings (Hospitality and Tourism & Business Management).			It will benefit both the students and the college through increased enrollment and flexible skill-focused education.
Academic affairs	VCU	VCU Health Sciences Pathways			By creating streamlined pathways and increasing collaboration between academic units, this initiative aims to reduce educational redundancy and address gaps in healthcare equity and access, leading to significant cost savings and improved resource allocation.
Academic affairs	VCU	Degree Program Productivity: In calendar year 2024, VCU is reviewing 100% of its degree and certificate programs for one of four actions: maintenance as-is, modification, investment and sunsetting.			The result will be cost savings related to underperforming programs and resource reallocation to existing and new programs with greater revenue generating potential.
Auxiliaries	CNU	Increased alignment of summer housing procedures and alignment of billable timeframes between standard occupancy periods.	$250,000		Allows for leveraging technology to automate billing calculations.
Auxiliaries	CNU	Increased flexibility with start and end dates for summer guest programs.	$125,000		Expanded opportunities for summer conferences and events.
Auxiliaries	GMU	Acquire real estate assets from affiliated component units.	$82,000,000	$5,800,000	Reduce outstanding debt from consolidated entity and bring additional revenue generation to the university – Masonvale and Vernon Smith Hall.
Auxiliaries	GMU	Established Patriot Investment Fund to invest local funds for greater return potential than at State treasury.	At least $1,700,000		The fund has generated net income of ~$1.7M, with a forecast of $3.9M for FY25. Savings on consultants plus investment earnings have more than offset the incremental cost of staffing for Treasury team.
Auxiliaries	GMU	Freestanding Trophy display screens (6) were contracted as a source of revenue and are located within the 3 Student Center buildings.	$90,000		
Auxiliaries	GMU	Increased usage and rental revenue for athletic facilities.	At least $250,000		
Auxiliaries	GMU	Increased men's and women's season and game ticket sales.	At least $250,000		

Category	Institution	Description			Notes
Auxiliaries	UVA	University Communications transformed its athletic licensing program fueled by better strategy, new deals, and one-time sign-on bonuses.	$2,000,000		
Auxiliaries	UVA	UVA Recreation has increased its use of facility rentals and has modified its approach to university staff memberships, which has led to less reliance on mandatory student auxiliary fees to support its programs.			From FY21 to FY23, the other revenue generating items, such as facility rentals and staff memberships, have increased by more than 300 percent.
Auxiliaries	UVA-W	UVA-Wise Athletics has partnered with Hometown Ticketing to purchase tickets to events online, and have seen additional sales to events			Savings are indeterminate, but less staff are required to sell and work events due to this change, and sales are more marketable with online purchasing.
Auxiliaries	UVA-W	UVA Wise Athletics and Marketing have worked to increase athletic licensing revenue by targeting vendors and working with the bookstore on athletic apparel.			College has seen more than a 50% increase in licensing revenue over the last two years.
Auxiliaries	VMI	Installed a self-serve coffee and snack bar in the VMI Library.	$52,000		Revenue from the coffee bar is applied to fees and costs used to operate the student union concept on campus and reduces the overall cost associated with the student union.
Auxiliaries	VMI	Increased Football Ticket Revenue			5% revenue increase per year
Auxiliaries	VMI	Increased Basketball Ticket Revenue			10% revenue increase per year
Auxiliaries	VMI	Increased Corporate Sales/Advertising Revenue	$5,000		
Auxiliaries	VMI	Increased Corporate Sales/Advertising Revenue	$80,000		
Auxiliaries	VMI	Increased Corporate Sales/Advertising Revenue	$80,000		
Auxiliaries	VMI	Increased Corporate Sales/Advertising Revenue	$80,000		
Auxiliaries	VT	Charging visitors to park on campus.	$65,000		The shift toward a user-based system has allowed Parking Services to find other revenue streams outside of students/faculty/staff. This revenue offsets the cost of parking for our students, faculty, and staff.
Institutional support	CNU	BO-Utilizing Wells Fargo sweep for agency funds	$50,000		
Institutional support	VT	Health Sciences Shared Core Facilities Launch and Expansion. Since 2021, FBRI has experienced significant revenue growth through: Changes in NIH budgeting policies; Launch and subsequent expansion of a shared core facilities service model and resulting growth in cost recoveries, infrastructure and grant successes, and foundation partnerships (Focused Ultrasound); State contracts stemming from investments in	$7,900,000	$330,000	

			One-time savings/ revenue		

labor, infrastructure and equipment associated with the FBRI COVID Testing Lab.

| **Student services** | RU | Adoption of state funding to implement Student Mental Health and Awareness programming. | | | Cost savings due to applicable state revenues to cover programming that was previously built into base operating budgets |

TABLE K-6
Structure or organizational changes

Functional Area	Institution	Description	One-time savings/ revenue	Ongoing savings/ revenue	Non-monetary or unquantifiable efficiency gains
Academic affairs	GMU	Learning Management System (LMS) assessment and update to new system (Blackboard to Canvas) – Meets the future needs of curriculum delivery, assistive technology initiative (ATI) enhancements, ability to retire stand-alone system(s) due to older technology.		$170,000	Savings due to retirement of stand-alone systems to meet functionality. Cost of new LMS will be less the current LMS after implementation and will have greater functionality and educational support systems.
Academic affairs	NSU	Merged/consolidated programs at the VBHEC to feature a Center for Public Health Initiatives and new programs in public health as a member of the regional joint school.			The center is staffed with various resources (internal and external) and offers services to the committee. Anticipate additional revenue via external sources (sponsored, federal, industry) resulting in an increased community presence and students electing our MPh program (tuition and fees).
Academic affairs	ODU	Centralizing Academic Advising – Currently advising is embedded within the colleges.			Unable to determine at this time. This initiative will allow for consistent advising service to student to increase rates of persistence and graduation.
Academic affairs	UMW	Eliminated faculty director of speaking center.	$20,000		
Academic affairs	UMW	Eliminated three vacant office manager positions. Redistributed duties to combine support among academic departments.		$146,000	

Academic affairs	UVA	Several colleges/schools reviewed vacant positions and decided to leave positions unfilled to realize savings. Schools also have begun sharing software between departments for annual cost savings, and others have reallocated/shared positions for enhanced cost savings.	$1,600,000	
Academic affairs	UVA-W	In FY24, the college continued to review vacant positions, some remaining unfilled, and some re-allocated to growing programs with greater needs.	More than $200,000	
Academic affairs	UVA-W	College re-evaluated its core curriculum and reduced the number of hours in the general education requirement to ensure students could complete degrees timely.		Savings are indeterminate, efficiencies will lead to increased graduation and retention rates.
Academic affairs	VCU	VCU Health Sciences will implement cost savings actions through a renegotiated UVA satellite campus that will reduce from a two-year program to a one-year program. It also eliminated 15 positions, reduced external leases, non-personnel budget cuts, and variable salary components for faculty, and capped staffing support of clinical allocations.	$4,962,151	
Academic affairs	VCU	The restructuring of the VCU College of Humanities and Sciences (CHS) will enhance fiscal sustainability by relocating the Department of Focused Inquiry to leverage CHS resources, leading to more efficient use of funding and expanded student success initiatives. Additionally, closing a standalone school, VCU Life Sciences, and creating a new department within the CHS focused on Biological and Environmental Sciences will streamline operations and promote cost savings by consolidating related departments, aligning with VCU's sustainability goals and optimizing resource utilization.	$2,600,000	Enhanced fiscal sustainability/increased enrollment and retention

Academic affairs	VCU	The creation of a renamed University College for advancing Interdisciplinary, Experiential and Entrepreneurial Studies (final name TBD) will streamline and scale transformative learning across VCU, aligning with job market trends and student needs, thereby reducing duplication of efforts and fostering innovative, cost-effective educational programs. This consolidation of resources from University College, the da Vinci Center, and VCU Transformative Learning will lead to significant efficiency gains and cost savings by promoting interdisciplinary collaboration and the rapid development of new, relevant credentials.			The anticipated FY24 deficit is expected to be approximately $(2,336,493). This is the result of the corrective actions to address the deficit in FY23 requiring multiple years for contract non renewals to take effect. The annual operating deficit in UC has been reduced by roughly 80% from FY23 to FY24. Increased enrollment and retention.
Academic affairs	VT	Animal and Poultry Sciences and Dairy were consolidated into a single academic unit under the College of Agriculture and Life Sciences, facilitating the integration of business resources. Further restructuring of the AgTech degree led to additional one-time savings.	$100,000	$200,000	
Academic affairs	VT	Enhanced organizational processes, advanced technologies, consolidation methods, and restructuring have led to the elimination of certain faculty and staff positions across four colleges, the graduate school, academic administration, and the research division.	$460,162	$501,017	
Auxiliaries	CNU	Within housing maintenance and housekeeping, long-time vacant roles and the overall structure, including workload demands were evaluated and adjusted.	$155,000		Resulting structure using existing resources created two senior technician roles and four supervisor roles allowing for creation of a career ladder and the ability to support increased skill sets across the group with reduced contractor dependence.
Auxiliaries	CNU	Repurposed vacant role within housing housekeeping to increase focus on technology use within housing processes.	$60,000		Cost avoidance from reducing OT, reducing duplicate data entry, and reducing manual processes.
Auxiliaries	UMW	Upon the retirement of a longtime dean of students, the position was merged with an existing "dean of student involvement position."			Funds were reallocated to hire a case manager in support of behavioral interventions.
Auxiliaries	UVA	Residential Life and Housing were combined into a single fiscal entity to reduce internal billings and transfers, while increasing collaboration and efficiencies. The combined office reorganized and reallocated job responsibilities of the Associate Director of Operations, which allows the operations		$600,000	

		team to function optimally without backfilling roles. The office optimized routine cleaning and inspection schedules in traditional residence halls to increase efficiency without decreasing quality and expanded in house HVAC maintenance.		
Auxiliaries	UVA-W	Worked with the University of Virginia to restructure auxiliary debt during the pandemic.		Allowed the college to control rate increases to students until occupancy rates could increase post-pandemic.
Auxiliaries	UVA-W	Due to increase enrollment and occupancy of housing, the college has reorganized residential spaces to increase the number of beds available on campus.	$600,000	Allows up to 87 more students to live on campus.
Auxiliaries	VCU	The Division of Student Affairs (DSA) realized efficiencies by eliminating positions in student leadership, IT, finance and student health; creating shared services among departments within DSA; reducing operating hours at RecWell facilities during times of low utilization; and eliminating or reducing redundant or underutilized services (e.g., a campus pharmacy, on-demand fitness subscription and recreation services at the Larrick Center); and eliminating off-campus office space leases. VCU Residential Life and Housing converted 166 single-occupancy housing rooms to double-occupancy.	$2,366,000	
Auxiliaries	VMI	VMI Auxiliary Services and contracted food service provider have implemented creative methods to increase cadet participation in the monthly Mess Hall Committee meetings to elicit feedback and critical commentary from cadets, VMI Parent Council representatives, and faculty and staff on food quality, quantity, presentation, and changes.		Implementation has improved communication between cadets and other stakeholders and our contracted food service provider, resulting in improved service, improved communication, and an improved overall dining hall services satisfaction.
Auxiliaries	VSU	Reduced number of printers in individual offices. Encourages a greater sharing of print resources. Reduced number of multi-functional copiers from 270 to 105. Reduced number of HP Printers from 89 to 45.	$250,000	
Auxiliaries	VT	Established Division of Student Affairs Central Facilities Oversight Team. Created central facilities oversight team within Student Affairs to best leverage existing staff across the entire Student Affairs division.		This provided scalability of existing staff and ensured expertise was best leveraged. In-house maintenance and small renovations crew added to reduce dependency on third-party crews.
Institutional support	CNU	CNU ITS gave up an ITS endpoint analyst position as part of a restructuring.	$60,000	

Institutional support	CNU	Integrated housing housekeeping and housing maintenance into existing facilities management structure. Cross training employees will result in reduced overtime hours and permanent elimination of several full-time and part-time housekeeping positions.	$144,000		The impact of reduced overtime hours is unknown at this point
Institutional support	CNU	Reducing air filter changes from 3 to 2 times a year	$30,000		
Institutional support	CNU	Reduced irrigation.	$17,000		
Institutional support	CNU	Reduced overseeding and mulch usage.	$31,000		
Institutional support	CNU	Human Resources reclassified two manager positions downward and filled with staff level roles. Eliminated an additional position as a Lead Talent Recruitment Specialist.	$100,000		
Institutional support	GMU	Retrained existing space management staff and transitioned to technical hires to insource AutoCAD floorplan updates and custom reporting.		$50,000 to $100,000	
Institutional support	ODU	Unify Digital Learning and Information Technology Services .			Transitioned ITS into the renamed Division of Digital Transformation and technology to enhance operational efficiencies and maximize related functions and skilled personnel.
Institutional support	ODU	Align Audit and Compliance within the organizational structure.			The existing University Audit Department was joined with the University Compliance Department under the overarching Office of University Audit and Compliance to enhance campus-wide oversight, accountability, and transparency.
Institutional support	UVA	Human Resources (HR) undertook an initiative to improve processes and gain efficiencies across HR. Office of University Counsel (OUC) reallocated funds from various position vacancies to others to increase FOIA/Subpoena response efficiencies, and also reduce the burden on more experienced attorneys, while reducing annual salaries.	$200,000		Eliminated manual processes and reduced manhours.
Institutional support	VCU	Health Sciences Administration Restructuring to include the elimination of three positions, reducing one position and eliminating an ineffective student program.	$560,000		
Institutional support	VMI	Consolidate three separate organizations (Institute Planning, Construction, Physical Plant) into a single new organization (Facilities Management).			Efficiency of operations improved by increasing collaboration between organizations under a single director. Efficiencies have been realized in

				the areas of capital and non-capital project planning and execution, as well as the coordination of facilities upkeep and maintenance that did not occur previously.
Institutional support	VSU	Reduced energy consumption for electric and fossil fuels. (1) Installed new LED energy efficiency lighting, (2) aggressively monitored rates and changed providers when necessary, (3) changed temperature in unoccupied spaces, (4) pre-purchased natural gas when rates were lowest and (5) modernized facilities.	$1,300,000	
Institutional support	VT	Enhanced organizational processes, advanced technologies, consolidation methods, and restructuring have led to the elimination of certain staff positions.	$230,588	
Institutional support	VT	IT Governance: This project was intended to establish and define a coordinated university-wide governance model to facilitate effective IT decision-making in service to the university's needs.		Increased consistency, transparency and mission-alignment in IT decision-making and prioritization of initiatives.
Student services	CNU	Outsource TIX Investigations, Decision Making, and Process Navigation.	At least $10,000	Hard dollar estimates are difficult to determine as outsourced services are on an as needed basis. At a minimum however, current allocated dollars would cover outsourced services and provide anticipated savings.
Student services	CNU	Merging of Residence Life and Housing Administration.	$40,000	
Student services	CNU	Established the Office of Accessibility & Care Team Support (ACTS) for students. Created a disability support specialist position. Later added a case manager position. Most recently added a second case management/TIX role.	$60,000	Reduced evaluation time for disability accommodations, providing ongoing non-clinical support to students, and establishing confidential resources for parties involved in TIX proceedings.
Student services	CNU	Established the Office of Orientation & Student Involvement through the merging of the Office of Student Activities and the Office of Orientation and Student Engagement.	$100,000	Enhanced efficiencies by creating a single unit for transitioning students to and through the university.
Student services	JMU	Centralized Student Affairs Marketing and Communication team.		Reduced duplication of efforts. Reduced perceived need for marketing positions in each programming unit across the division.
Student services	LU	Department-wide reorganization that streamlined positions within Counseling and Psychological Services, Student Activities, Fraternity and Sorority Life, and Residential and Commuter Life.	$100,000	

Student services	NSU	Health Services has been outsourced to a vendor for many years. We are in the process of bringing those services back in house to improve service, expand service, and generate income.		We will staff the main office and a satellite office for less or equal to what are paying for the contract. In addition, we will eventually generate income by billing insurance for services.
Student services	ODU	Reviewed Student Support Services to create a centralized and uniform experience for students.		This move will provide greater levels of synergy across a variety of high-touch and forward-facing student services. The combining of professionals in both areas will increase both alignment and collaboration for the benefit of students and the broader campus.
Student services	UVA	Enrollment reallocated funding and positions based on efficiencies in transaction processing and financial reporting, also scaled back long-time employees looking to retire from full-time to part-time and began succession planning.	$900,000	
Student services	UVA	Orientation and New Student Programs reorganized its office leading to savings. Some savings will be used to pilot programs for the Second-Year program.	$115,000	
Student services	UVA-W	After the retirement of the VC for Student Affairs and departure of the Dean of Students, the college began an analysis of the positions in Student Affairs to determine how best to support students while managing personnel costs. This analysis is in progress.	$100,000	
Student services	VMI	Assessment of Admission staff duties. Completed assessment of duties/responsibilities of all admission staff members. Shifted resources/positions from where we were heavy (processing staff) to fill holes (enrollment services).		Cost avoidance of adding new positions to fill gaps.
Student services	VMI	Creation of Strategic Enrollment Management department.		Coordinate overall recruitment, admission, financial aid, retention, and enrollment management activities at the institute.
Student services	VSU	Converted singles to doubles throughout the older residence halls. Efforts generated over 300 additional beds for students	$2,300,000	

SOURCE: JLARC Cost Efficiency Information Collection Instrument (2024).

TABLE K-7
Outsourcing

Functional Area	Institution	Brief Description	One-time savings/ revenue	Ongoing savings/ revenue	Non-monetary or unquantifiable efficiency gains
Academic affairs	VMI	Moved KOHA from a local server to the cloud. This move allowed the library to not purchase a new server due for replacement, even though we now pay a nominal fee for cloud hosting.		$1,000	
Auxiliaries	GMU	Housing network operations outsourced to a third-party vendor - Apogee (five-year contract)	$1,400,000		
Auxiliaries	GMU	RU19019 (Additional User contract) - Apogee ResNet & RF/IPTV (Television) Managed Services (04-06-2021 contract date)		$600,000	
Auxiliaries	GMU	GMU-1769-22 - Telephone system replacement (08-11-2022 contract date).,		$500,000	
Auxiliaries	LU	Re-negotiated our food service contract.			Extended our existing contract and terms with Aramark food service under very favorable terms.
Auxiliaries	VT	Contracted with TimelyCare, Protocol, and began Lewis Gale Psychiatry residency program to improve mental health care without continued addition of in-person counseling/psychiatric staff. Allows for 24/7/365 coverage to limit future hiring needs.			Provides additional in-person psychiatry, tele-therapy counseling and crisis services, which limits need for additional FTE hires in our Counseling Center.
Auxiliaries	VT	Outsourced management of the Inn at Virginia Tech.			Provides more effective and efficient operations as well as financial administrative efficiencies. More efficient operations have led to an increase in revenues to Virginia Tech.
Auxiliaries	VT	Outsourced Printing Services in response to market pricing competition and increasing usage of digital formats.			VT is able to secure pricing at a market-competitive price and avoids the cost of administrative overhead associated with running a print shop. Cost avoidance is estimated at roughly 20% for all print jobs.
Institutional support	NSU	Expanded access across the Campus via the Connect-ACampus Initiative. A program that provides computing collateral to all Students, Faculty and Staff.			To be determined.

Institutional support	NSU	Outsourced university administrative support functions (i.e., IT, Building Services & Trade, Management of On-line Instruction).		To be determined.
Institutional support	NSU	Obtained Level 2 status for Procurement and IT, which increases efficiency and access to State-wide Procurement Resources.		To be determined.
Institutional support	VMI	Outsourced custodial services in the Barracks complex to The Budd Group.	$5,000	
Institutional support	W&M	Contracted payment processor to manage majority of vendor payments. Offers various payment methods such as credit card, ACH, and check to fulfill payments to W&M vendors.		Staff time
Student services	CNU	Developed the ability to provide transcripts in an electronic format directly from the National Student Clearinghouse. Prior to etranscripts, transcripts were processed solely on paper in the Office of the Registrar.	$13,850	
Student services	VMI	Use alumni donations to support funding of extracurricular clubs and activities such as the rugby team	$60,000	
Student services	VMI	Band Trip requestor pays travel and transportation expenses through reimbursement or provision in kind or Band uses Low-Cost military lodging/transportation.	$25,000	
Student services	VMI	Assessment of FA staff duties. Completed assessment of duties/responsibilities of all FA staff members. Hiring consultant to help with automated FA processes in Colleague due to staffing limitations.		Cost avoidance of adding new permanent positions to meet demand.
Student services	VMI	Online mental health resources. VMI entered a 3-year contract for TimelyCare (along with 30+ over Va Colleges) to offer our cadets a variety of online mental health resources to include counseling, health coaching, and 24/7 access to talk to someone.		

SOURCE: JLARC Cost Efficiency Information Collection Instrument (2024).

TABLE K-8

Other efficiency improvement efforts

Functional Area	Institution	Brief Description	One-time savings/ revenue	Ongoing savings/ revenue	Non-monetary or unquantifiable efficiency gains
Academic affairs	CNU	Academic department discretionary expenditures. We've also talked about doing a review of administrative support staff, but that has not really gone anywhere.	$40,000		
Academic affairs	CNU	Faculty staffing review.			TBD. It will allow us to hold at 275 faculty lines and more efficiently utilize those lines.
Academic affairs	CNU	Review of course scheduling and adjunct usage.	$300,000-$400,000		
Academic affairs	JMU	Eliminated two computer labs no longer being fully utilized.			Freed space for classrooms, reduced number of lab machines required and administered. Savings for computer replacement, management, and resourcing.
Academic affairs	JMU	Endpoint and Active Directory Migration – College of Science and Mathematics			Eliminated significant duplication of services between college and IT staff. Eliminated multiple servers in the college. Consolidated AD domains.
Academic affairs	JMU	Testing Lab Renovation and Re-design. The assessment testing lab was moved into a smaller more efficient space to better utilize space/personnel resources and schedule testing sessions that better meet coursework demands.		$10,000	Improved space utilization/re-purposing of existing lab to student services; better utilization of lab resources and reduced number of computers needed.
Academic affairs	NSU	Reallocation of funds to support Math Center and Nursing Dept Expansion.			Anticipated gains to support basic needs for students resulting in increased graduation rate.
Academic affairs	RU	Reduction of operational budgets, as necessary, to align with actual expenditures based on historical expenditures.	$700,000		
Academic affairs	UMW	Offered early retirement option to members of the tenured faculty in accordance with Virginia statute.	<$1million		
Academic affairs	UMW	Eliminated two vacant associate provost positions.	$400,000		
Academic affairs	UVA	The School of Education is winding down several programs with one-time gifts or grant funding to avoid ongoing operating funding costs.		$6,200,000	
Academic affairs	UVA-W	The iPad initiative enables us to create equitable learning opportunities; increased opportunities for accessing free e-			Faculty and students have both witnessed cost savings from the iPad initiative. Reduced student

		books; faculty create opportunities for students to imagine new pathways for learning by routinely having students demonstrate comprehension and mastery through collaborative projects and individualized alternative assessments. The ability to connect globally through the Apple Education Community that fosters knowledge sharing and best practices across borders.		demand for paper and printing and textbooks. Faculty, able to conduct virtual experiments otherwise not possible because of financial and infrastructure needs.
Academic affairs	UVA-W	Simple Syllabus is a centralized, template-based platform designed to help instructors easily customize and publish interactive class syllabi directly within the Canvas LMS.		Cost savings by streamlining the approval process of learning outcomes, reducing printing costs, and minimizing legal risks by ensuring consistent policy communication across all syllabi.
Academic affairs	UVA-W	Migrating to Blue Explorance course evaluation platform that integrates seamlessly with LMS, SIS, and HR resources to ensure comprehensive data collection and analysis; provides extensive customization options for surveys.		The platform can substantially decrease the time and resources required for managing course evaluations, ultimately resulting in long term cost savings for UVA-Wise.
Academic affairs	UVA-W	Co-curricular activities provide students with practical, hands-on experience in their chosen fields, better preparing them for future careers. This aims to increase student retention and graduation rates, leading to stronger alumni connections.		Long-term benefits in student success, institutional efficiency, and financial sustainability. It can potentially lead to increased applications, and the ability to attract top-tier faculty, thus enhancing the college's reputation. Collaborating with industry partners can lead to additional funding opportunities.
Academic affairs	VMI	The library reorganized its personnel structure and eliminated, then used some of the cost savings to upgrade a classified position that was underfunded.	$20,000	
Academic affairs	VT	Transitioning course management to an integrated suite of products that allows departments to schedule courses using real-time student registration data.		Increased efficiency of departments through use of automatic approval workflow, allowing quicker course section adjustments and optimizing utilization of classroom space.
Academic affairs	VT	Transitioned to an integrated curriculum management software suite. Provides a streamlined curriculum management platform for all colleges and departments that directly integrates with the public facing university catalog.		Reduces the time it takes to identify and review course program proposals.
Academic affairs	VT	Closing a small number of these labs, extending the refresh cycle of computers in other labs, and shifting some physical computing to virtual computing.	$100,000	

Academic affairs	VT	The KNACK platform expands tutoring for an additional 500 courses and offers tutoring availability 24/7 and on-demand both for in-person and virtual support.		Increased availability of tutoring availability to 24/7 and to an additional 500 courses improving student success.
Academic affairs	VT	Implementation of the Stepping Blocks platform allows Career and Professional Development to reevaluate, and potentially sunset, other existing technology contracts.	$16,000	
Academic affairs	VT	Provost-led committee will conduct a review of all university courses and academic programs to develop preliminary recommendations for sunsetting, redirecting or strengthening programs and courses in alignment with VT's comprehensive mission as well as it's prioritized areas of distinction.		To be determined
Academic affairs	VT	Ongoing position realignment within Student Success Initiatives (SSI).		Expanded support for a university-wide technology platform with no new resources.
Academic affairs	VT	Expanded EAB Navigate academic advising and student support platform to include student-facing mobile app. Further integrates support services across Academic Affairs, Student Affairs, and Enrollment Management units. Adds mobile capability to academic and student support. Provides student self-referral or request for support.		Prevents purchase of redundant student success platforms. Expanded access for students with minimal additional cost.
Auxiliaries	CNU	Implemented HVAC setback schedules and use of LED lighting for replacement and upgrade projects in Auxiliary buildings. Installing variable speed hoods in the student union kitchen area to reduce energy consumption.	$75,000	
Auxiliaries	GMU	Overhead fluorescent lighting was replaced in EagleBank Arena and select spaces within the Johnson Center with new LED lighting. Throughout summer 2024, lighting will be replaced with LEDs in The Hub in the event spaces and common areas.	$139,400	
Auxiliaries	NSU	HVAC upgrades in Dining and Residential Life Facilities.		Improve air quality and retain existing revenue streams.
Auxiliaries	NSU	Added cameras across the campus, license plate readers, T2 Parking software system and increased campus security enforcement.		Improved Campus Safety for Students and the entire university community.
Auxiliaries	ODU	Implementation of License Plate Recognition Software.	$150,000	
Auxiliaries	RU	Reduction of operational budgets, as necessary, to align with actual expenditures based on historical expenditures.	$400,000	
Auxiliaries	VT	In-house stormwater management.	$1,500,000	

Auxiliaries	VT	Installed high efficiency appliances in residence halls.		
Auxiliaries	VT	Improved Dining Venue efficiencies. Created self-service options, developed "Grab and Go" venues, and implemented late night hours.		Increased the efficiency of food order processing, reduced space needed by decreasing queues.
Auxiliaries	W&M	Access control upgrade. Will enable W&M to move to a digital credential system in the next year, enabling efficiencies in card services in terms of staff hours and savings from not having to print and maintain physical ID cards. This is also responsive to student interests.		Material savings from printing far fewer IDs as well as freeing up card services staff time
Institutional support	GMU	Faculty Incentive Retirement Plan - Retirement incentive offered to tenured faculty, approved by BOV in October 2023.	$3,000,000	
Institutional support	GMU	Janitorial services pilot to assess new service models and in-house staffing.	$775,000	
Institutional support	GMU	Student Centers furnished 1st floor (Atrium Level) and all exterior entrances with 13 Big Belly trash and 7 recycling bins. This was the impetus to add these types of cans all over campus.		Saved numerous labor hours as well as less bags entering the waste stream. Total savings TBD.
Institutional support	GMU	Energy efficiency work includes pipe insulation, water/sewer, LED lighting replacement, controls, and other energy programs.	$333,000	
Institutional support	JMU	Migration of On-prem Applications to the Cloud		Gained access to accessibility review tool at no cost, weekly platform upgrades and saved IT resources required for maintenance and support.
Institutional support	JMU	Instead of hiring many instructional designers and paying full-time trainers in the University's Talent Development Department, Talent Development (the training department that serves staff) utilizes over 100 volunteers to design and teach courses that provide a wide range of professional development topics and compliance training.	More than $100,000	
Institutional support	JMU	Merged Microsoft 365 tenants to consolidate and support efficiency and collaboration	$85,000	
Institutional support	JMU	With the upgrade of the Microsoft 365 license, implemented a strategy to evaluate and eliminate any software that might be replaced by using M365 products.	$96,450	
Institutional support	JMU	Reengineering Madison – Technology Consolidation.		While cost savings will not be realized in the short-term because of implementation costs, long-term savings will be realized through

				consolidation of data, technology, and resources required for support.
Institutional support	JMU	Use of volunteers to support off-campus events rather than hiring new employees.	$120,000	
Institutional support	JMU	The Student Ambassadors serve as a volunteer student organization of tour guides.	$80,000	
Institutional support	JMU	Partnership with university IT to acquire desktop computers (all in ones) being replaced in the labs extending the life of the computer for two years.	$15,000	
Institutional support	JMU	Reduction in energy dollars through refinements in building automation and new construction projects including building upgrades.		Between FY17–18 and FY22–23 energy dollars per GSF have decreased by 8%.
Institutional support	JMU	Consolidating Facilities Management efforts and workload adjustments.		Reduction in staffing per GSF resulting in significant cost avoidance to the institution.
Institutional support	JMU	Facilities Management has implemented 20 energy conservation projects over the last five years.	$5,400,000	
Institutional support	JMU	In concert with the College of Engineering, JMU identified an opportunity for, and installed a solar array project on the East Campus precinct.	$41,000	
Institutional support	JMU	JMU's facilities management has implemented a program promoting the use of non-gas-powered equipment (propane or rechargeable).		To date, the net reduction of 3,000 gallons of fuel per year results in lower fuel and maintenance costs.
Institutional support	NSU	The university recently implemented a comprehensive energy management and sustainability program.		Anticipates future savings, because of this initiative and reduction of the university's carbon footprint.
Institutional support	NSU	The university implemented the First-Day Program – Spartan All Inclusive Learning (SAIL) program that provides students all required learning materials on the first day of class, reducing costs to students, enhancing academic discourse, and ultimately student retention.		Consistent with the Commonwealth 2030 Objective, this initiative will Increase Student Success and Retention, thus impacting the university's graduation rate and overall revenue.
Institutional support	RU	Reduction of operational budgets, as necessary, to align with actual expenditures based on historical expenditures.	$500,000	
Institutional support	UVA	In response to a more flexible work environment, UVA has been able to consolidate and/or reallocate work locations of individual units across Grounds.	$39,000,000 to $42,000,000	
Institutional support	UVA	Information Technology Services (ITS) has retired old systems, transitioned to lower maintenance systems, and implemented new software, such as DocuSign and a new	At least $2,000,000	

Institutional support	UVA	UVA FM's Building Efficiency Program performs projects in buildings that lead to reduced energy. Based on actual CY23 savings in Bavaro, Clemons Library, Newcomb, Olsson, Rouss/Robertson, and Thornton, the savings are $1,040,000 per year. The Sustainable Labs Program constructs projects in laboratories that lead to reduced energy consumption. and enhanced safety of the lab. The FY24 savings is $500,000 and each year after is projected to be $875,000 in annual savings. The new Sustainable Clinics program is underway and will also lead to reduced energy costs. These programs move UVA towards our Carbon Neutrality Goals and reduce departments' energy and utility costs.		$2,000,000	
Institutional support	UVA	UVA Energy & Utilities is transitioning from steam and high-temperature heating water utilizing fossil fuels to hot water production from the heat recovery chiller. Energy & Utilities is also reducing energy losses and maintenance costs by eliminating steam lines west of Hospital Drive.		$1,000,000	
Institutional support	UVA-W	Implement an Early Retirement Incentive Program with 32 employees elected to participate.		$270,000	
Institutional support	UVA-W	Migration from UVAW Microsoft Platform to UVA's. Allows for leveraging the university's procurement of licensing and provides additional support to users.	$400,000		
Institutional support	VT	The university continuously evaluates university space needs and lease costs.		$2,040,000	
Institutional support	VT	Human Resources has implemented the full suite of PageUp services to provide an integrated experience to include job applications, performance management, and individual professional development.			Since then, many improvements have been made to streamline or respond to university needs, on both the internal platform used by HR representatives and hiring managers, and the external platform used by job applicants.
Institutional support	VT	Savings across Research and Innovation achieved through reductions in leased space, reductions in licensing and service agreements, changes to facility operations, and termination of several programs to realign funding towards higher priorities.		$635,000	

Above this table (continuation):

anti-malware solution. ITS also has started using student workers for Tier 1 support at lower wages than highly skilled IT professionals.

Institutional support	VT	Since 2021, the university's health sciences program has: - Leveraged faculty startup packages with major equipment purchases; leveraging equipment purchases to generate service agreement savings; - Leveraged VT expertise through buy-outs for technical support of its core facilities; - Contracted support services at health-care partners to secure expertise, guarantee response time and coverage while saving FTEs; - Reduced costs in advancement fund raising efforts.	$1,952,000	
Institutional support	VT	Through recent reorganizations of several key areas such as facilities operations, sustainability, utilities, and engineering services, the institution aims to streamline operations by consolidating overlapping services and reallocating middle management roles to eliminate redundancy.	$127,500	
Institutional support	VT	Executive Recruiting: By establishing internal recruiting services, HR will be able to save the university a significant amount while providing customized, focused hiring destination experience for the best executive talent.	$100,000 per executive search	This strategic shift not only offers financial benefits but also enhances our recruitment effectiveness and strengthens our organizational capabilities. Internal recruiters better understand the university's culture, ensuring a precise alignment of candidate skills and values with our university's objectives.
Institutional support	VT	The university continues its long-standing effort to bend the energy curve through investment in projects which lower utility consumption and reduce ongoing costs, including installing LED Lighting within University Buildings, Mechanical Systems and Controls RCx and Optimization, Building Automation Systems Optimization, Retro-commissioning, and Chilled Water System Optimization.	$2,900,000	
Institutional support	VT	Virginia Tech launched a campus-wide reinvestment process in the fall of 2023 to identify opportunities to reinvest existing resources in support of funding strategic initiatives and reducing our reliance on tuition increases. This process is an ongoing, annual exercise that is embedded in our budget process.	$25,000,000	We have committed to our Board of Visitors to identify $25 million in savings from reinvestments over 5 years, beginning with the FY25 budget development.
Institutional support	W&M	Robotic Process Automation across Finance and Operations now total 2,070 cumulative hours saved annually.		2,070 hours saved annually, which frees up time for higher order work and alleviates the need for additional staff.

Institutional support	W&M	New construction utilities. Renewable energy initiatives in new construction.		60% decrease in energy use modeled for these new facilities when up and running.
Student services	JMU	Since 2021 Student Affairs has 1. Centralized available salary/benefits if/when hiring under available budget. Funding is used to adjust positions across division when needed because of position changes, compression, & parity. 2. Regularly reviewed positions and redistributing to serve essential needs (4 in FY24). 3. Used single fiscal tech position in CMSS to serve three units, freeing up position in Student Accountability. 4. Used vacated positions in Student Life to provide new position in Advancement and Student Accountability.	$1,000,000	
Student services	UMW	To slow and reverse the increases in institutional aid spending/discounting, UMW is switching financial aid consultants and reducing some awards and the amount of those awards.	$400,000 (Preliminary savings)	UMW has reduced the number and size of both in-state and out-of-state awards merit awards. Total savings TBD.
Student services	VMI	Assessment of Admission Non-personnel expenditures/ROI. Completed assessment of non-personnel expenditure in Admissions with a specific focus on ROI related to name search/lead generation/enrollment marketing. Found that VMI was grossly overpaying for sophomore/junior search and enrollment marketing services with EAB. Did not renew with EAB and went with Spark 451 for sophomore/junior search.	$100,000	
Student services	VT	The Executive VP and Provost and Library Units have formed strategic partnerships with internal and external units leading to resource savings.	$73,750	

SOURCE: JLARC Cost Efficiency Information Collection Instrument (2024).

Appendix L: Institutions' efforts to reduce campus facilities space

JLARC requested information on Virginia's institutions' efforts to reduce the physical footprint or square footage of campus facilities in the past five years. This information was requested from the 10 institutions that have experienced student enrollment declines over the past decade and as of September 2024, seven institutions responded—Longwood, Radford, Mary Washington, Virginia Military Institute, VCU, Virginia State, and UVA-Wise. Six reported undertaking efforts in this area. The following tables present the institutions' efforts to close campus-owned facilities (Table L-1); repurpose existing facilities (Table L-2); sell or lease existing campus-owned properties (Table L-3); and discontinue leased or rented private properties (Table L-4).

TABLE L-1
Facility closures

Institution	Description
Longwood	Closed one aging residence hall and did not replace (Arc Hall).
	Closed one aging administrative building and relocated that administrative function (Coyner Hall).
	Demolished various campus buildings on our capital project list over the last few years. This request was based on controlling operational costs/square footage in unused facilities.
Radford	IT Trailers (3,960 square feet) Staff and equipment were located to vacant space on main campus and trailers were demolished.
	615 Fairfax Street – (2,205 square feet). The department was reorganized and relocated to campus and structure was demolished.
	Planned demolition of Buchanan House (5,602 square feet) following the opening of the new Artis Center. Plans are to demolish the structure, which is in poor condition, and the costs to repair would exceed the need for the square footage on campus at this time. Planned demolition, fall 2024
Mary Washington	Alvey Hall (33,694 gross-square-foot residence hall that was not being utilized because of issues with mold and mildew, outdated HVAC system, and issues with the building envelope that contributed to the mold issues. The cost to correct building deficiencies and bring the building up to code was beyond the maintenance reserve scope and did not warrant a capital investment based on use. The site was converted into a welcoming green space.
	Marshall and Russell halls – Currently being permitted for demolition in summer 2025 as part of a capital project to construct a new theatre. Marshall Hall (40,000 gross square feet) constructed in 1960 and Russell Hall (41,000 gross square feet) constructed in 1965 have not had any significant renovations since initial opening and have estimated repair costs in excess of current value and utilization. The demolitions will make way for a new academic facility, the new 60,000-square-foot theatre will include teaching spaces, additional parking, extensive landscaping, and improved accessibility on a topographically challenged site.

	Brent House – a 6,000 gross-square-foot wood frame structure constructed in 1925, had a facility condition index in excess of 0.70 and therefore was not suitable for renovation. Campus Police had to be relocated from the building because building envelope issues with walls and roofs resulted in mold and indoor air quality issues. The building site is to be repurposed as a green space with trees and other landscapes for students.
VCU	In the last five years, VCU has eliminated facilities and reduced square footage as follows: • Blair House (10,932 square feet): Closed; occupants relocated to another VCU facility (912 West Grace St), which reduced the footprint to 7,663 square feet; VCU plans to sell the property. • Meredith House (9,466 square feet): Closed; occupants relocated to another VCU facility, which reduced the footprint to 5,572 square feet; VCU plans to sell the property. • Lewis L. Strauss Research Laboratory (14,000 square feet): Closed for several years and demolished because the facility was beyond its useful life and not economical to renovate. • Cabiness Residence Hall (89,000 square feet): Closed because the facility is beyond its useful life and not economical to renovate; expected to be demolished. When facilities are decanted or closed, VCU seeks to optimize space by either reducing or eliminating square footage, or by earmarking an existing site for renovation or construction.
Virginia State	Demolished the Simms Hall building, the former admissions building, resulting in a decrease of 39,098 gross square feet of educational and general space. In addition, we have another 17,993 gross square feet of space that is currently vacant and is planned for demolition pending approval of our governing body. The demolition of one 88,731 gross-square-foot academic building occurred in 2022 and another 99,015-square-foot academic building will be demolished pending completion of a new combined 174,000 gross-square-foot academic building under construction. This capital project will result in a net reduction of 13,746 gross square feet.

SOURCE: JLARC Cost Efficiency Information Collection Instrument (2024).

TABLE L-2
Repurpose existing campus facilities

Institution	Description
Longwood	One building repurposed from administrative usage to student support (Barlow Hall). Half of an empty student services building was renovated to become our child care facility managed by our Early Childhood Education program (Lankford Hall)
Radford	Cook Hall – Esports – converted space within an academic building for use of a new Esports program – approximately 1,536 square feet Peters Gym – Renovated a portion of the gym, 4,578 square feet, to meet the needs of the Parks, Recreation, and Tourism department, which was moved back to campus from leased space. Covington Hall – relocated music library and practice rooms from demolished structures, reducing the required square footage of the new Artis building.

	Relocated Student Media and Counseling from a dormitory basement to existing vacated space on campus. The building the offices relocated from is currently under demolition (14,565 square feet). New construction of a Venture Lab in unfinished space within an existing building, 2,989 square feet. Re-configured Young Hall, a campus classroom building, to offer continuity for campus advising center Relocated Harvey Knowledge Center from an academic building to the library (2,473 square feet), allowing for the space in Cook to be re-configured for the Esports program. De-commissioning a data center located in the library. Data is being moved to cloud base (1,736 square feet). Relocated the print shop from an owned off-campus location to a leased location to allow the owned structure to be utilized as swing space for academic programs displaced during the demolition and construction of the new Artis building. This also increased efficiency of space usage at the leased location and allowed approximately 9,000 square feet to be reconfigured for academic swing space. Repurposed Russell Hall to be a central hub for the university, housing Military Resource Center, Career Services, Alumni Affairs, Admissions, Advancement, Registrar, and T/TAC. Approximately 10,000 square feet was renovated for these spaces. Waldron Hall – renovated 1,709 square feet to provide a dean's suite for the College of Nursing. Converted on and off-campus apartment inventory into professional housing.
Mary Washington	Seacobeck Hall, a 42,000 gross-square-foot dining hall originally constructed in 1930 and then added onto in 1958, was renovated and repurposed into a state-of-the-art academic facility and home to the College of Education and the Office of Disability Resources. The renovation not only preserved a historically significant building but also was constructed under guidelines for LEED Silver resulting in significant energy savings as a result of its improved building envelope and highly efficient mechanical and electrical systems.
UVA-W	Repurposed underutilized catering and kitchen space (approximately 2,200 square feet) into office and classroom space for campus ROTC program; moved Campus IT Help Desk into vacated academic space (approximately 1730 square feet); repurposed IT Help Desk storage space into academic space for new Data Analytics program (approximately 1,042 square feet); and created space for Academic Success Center in existing library space (approximately 422 square feet).
VCU	The VCU IT data center was relocated from 900 E. Main St. (Pocahontas Building) to 707 W. Broad (Technology Operations Center), which eliminated the Pocahontas Building lease (effective fall 2024). As a result, VCU: • Relocated VCU Technology Administration staff from 701 W. Broad St. (formerly the Technology Administration Building and now the Facilities Administration Building) to 707 W. Broad St. (Technology Operations Center), which reduced square footage from 30,205 to 21,734 square feet. • Relocated VCU Facilities Management (FM) staff and staff from other VCU departments from 700 W. Grace St. (FM Administration Building) to 701 W. Broad St. (formerly the Technology Administration Building and now the Facilities Administration Building), which reduced square footage from 37,319 to 26,867 square feet. 700 W. Grace St. will be demolished in FY26; the site is slated for future student housing. • Collectively, these moves reduced square footage by approximately 19,000 square feet and retained services within the existing campus footprint. Consolidated VCU Office of Procurement Services footprint (by 2,349 square feet) and VCU Enterprise Marketing and Communications (by 2,923 square feet), both of which operate in 912 W. Grace Street. Some of the freed-up space was used to accommodate programming in terminated leases or closed/demolished facilities.

Virginia State	Repurposed the historic 7,133 GSF former Post Office building as an academic Innovation Center. This was achieved by relocating the post office operation to an existing facility in order to provide additional space for faculty training and demonstration in the area of distance learning. In addition, the 7,530GSF former President's Residence has been repurposed as administrative offices.

SOURCE: JLARC Cost Efficiency Information Collection Instrument (2024).

TABLE L-3
Sell or lease existing campus facilities

Institution	Description
Longwood	Sold residential housing that was owned by our Real Estate Foundation.
Radford	Transferred 15 Hickory to the Foundation, reduced ~6,100 square feet
Mary Washington	Greenbrier Property - The University provided a 15-year temporary transfer agreement in 2017 for approximately 9 acres of property to the Department of Military Affairs to allow for additional surface parking for the Fredericksburg National Guard Armory on a site that was not contiguous to the main campus. In July 2023, the university agreed to an amendment to increase the acreage to 9.104 acres to address stormwater issues as requested by DMA and DEQ. Stafford Campus – The university has been leasing to Stafford County Public Schools a portion of the Gates Hudson Building for Alternative Education since 2019. Although not a formal lease, the university is entering into a partnership with Stafford County Public Schools (and four surrounding school districts) to open the Academy of Technology and Innovation @ UMW in the South Building as part of the governor's laboratory school initiative between K–12 and higher education. This high school, focused on Data Science and Computer Science, will also serve as a learning laboratory for College of Education students and faculty.
VCU	Upon completion of the Costar Center for Arts and Innovation (CCAI), VCU plans to sell two existing VCUarts buildings, with a combined square footage of 54,419 square feet. The programs currently housed in the buildings will relocate to the CCAI. The Blair House (10,932 square feet) and the Meredith house (9,466 square feet), both referenced above, will also be sold.

SOURCE: JLARC Cost Efficiency Information Collection Instrument (2024).

TABLE L-4
Discontinue leases or rents on private property

Institution	Description
Longwood	Eliminated a couple of parking lot leases close to campus that we did not need to meet our needs.
Radford	Discontinued lease/rent for • student and professional staff housing (approximately 40 beds): 502 Tyler Ave, Cummins Corp Apartment, and 1809 Kingsport • 600 Tyler Avenue Office space - 3,924 square-foot offices relocated to vacant space on main campus • 1015 Calhoun Student housing - 21,538 square feet – beds removed from university inventory • RU West Office and classroom space - 15,840 square feet moved back on campus and co-located in other leased space • 905 Tyler Avenue 2,368 square feet of office space relocated back to vacant space on main campus

	Removed the following from campus inventory: • 611 Jefferson - St Student housing - 14 beds • Greenhill Apartments - Student housing 272 beds leased as temporary housing during COVID • Lawrence Street - Student housing - 32 beds – leased as temporary housing during COVID • 1106 Calhoun Street - Student housing 24 beds – leased as temporary housing during COVID • Downey Street - Student housing 54 beds – leased as temporary housing during COVID • Clement Street - Student housing 72 beds leased as temporary housing during COVID • 506 Fairfax Street - Student housing 12 beds leased as temporary housing during COVID Reduced leased sq ft at RUC location by approximately 8,000 square feet Notified local property owner will be terminating a lease of 7,278 square feet of office space in June 2025. Plan to move offices into existing space on main campus.
Mary Washington	The university received capital funding in 2023 to purchase from our foundation a mixed-use building with office, retail, and parking spaces totaling over 65,000 gross square feet. With its purchase, the university was able to eliminate 18,000 gross square feet of Mary Washington-leased space, plus an additional 6,400 gross square feet of space that had recently been converted to the new location of UMW Campus Police after their move from Brent House. The remaining space will be transitioned from retail to swing space for renovations, workforce development, and needed academic and administrative university functions.
VCU	Twenty VCU leases have been terminated. Programming that took place in 17 of these spaces was either eliminated or absorbed into existing campus space. Programming that took place in the remaining three terminated leases relocated to new, smaller leased space.
Virginia State	Terminated a 13610-square-foot warehouse lease in Petersburg, for annual savings of approximately $27,000, to reduce square footage and curtail costs.

SOURCE: JLARC Cost Efficiency Information Collection Instrument (2024).