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Date: June 13, 2016
To: Housing, Dining, Recreation and Business Services and Physical Facilities
From: David K. Creamer
Subject: Operational Assessment Outcomes

Earlier this spring, information was shared with the entire university community about the “Ohio Task Force on Affordability and Efficiency in Higher Education” appointed by Governor Kasich. The purpose of the Governor’s Task Force is to review and recommend ways universities in Ohio can be more efficient without negatively impacting the quality of the education provided to students. The Governor’s Task Force specifically requires all public universities in Ohio to perform operational assessments in specific areas.

SSC Service Solutions (SSC) was used to assess our maintenance, grounds, custodial, and utilities operations in order to respond to the Governor’s Task Force requirements. The assessment reviewed and benchmarked our operating costs, productivity/staffing levels, and quality of service provided for each of these operating units. I am very pleased the report recognizes the many improvements and efficiencies we have achieved. The report also identifies a few areas for improvement. The report provides more detail on the analysis, but a brief summary of the results follows:

- Maintenance operations provide a quality of service that meets the benchmark and are cost competitive.
- Grounds operations are cost competitive, but the quality of the service provided is a little below the benchmark.
- Custodial operation performance varies between PFD and HDRBS, but in total has a higher cost of operation and the quality level is below the benchmark.
- Utility operations did not have a benchmark because of the variability for each installation and each institution. The analysis did offer some suggestions for improvement, but recognized the operation as cost competitive with a comparable quality of service as the benchmark.

The Governor’s Task Force report also requires an assessment of dining operations. As you likely already know, the University explored the possibility of a managed services partnerships with Chartwells and Sodexo but concluded that such a partnership was not advantageous at this time. We will respond to the issues raised by the Governor’s Task Force report by addressing the ARAMARK study completed earlier using Miami’s long standing self-operation model. A new dining director was hired last week to provide the day to day leadership for the dining program.

Following consideration by Miami's Board of Trustees in June, the University will submit the full efficiency review report – including the results of these operating assessments – to the Chancellor of Higher Education for the State of Ohio. Our goal is to meet or exceed the industry benchmarks identified in the SSC and ARAMARK reports, and we will work together to develop plans to address the issues that were identified during the assessments. Our collective experiences, innovative ideas, and dedication will be critical to achieving these goals.

Given both the importance and complexity of these assessments, we will be holding open forums to discuss the issues and answer questions. The forums will be held:

June 15, 2016 at the Marcum Hotel & Conference Center from 7:15 am to 8:15 am in Room 108 -110 and 10:00 am – 11:00 am in Room 108-110.

June 17, 2016 in the Shriver Center from 1:00 pm – 2:00 pm in John Dolibois Room A.

I am looking forward to our discussions and to building on our past successes.

Governor Kasich's executive order establishing the Task Force, the full report from the Ohio Task Force on Affordability and Efficiency in Higher Education, and the SSC Service Solutions report can be accessed here:

<https://drive.google.com/a/miamioh.edu/folderview?id=0B9Tcuo7Ew5zoTUVJMVdRM2xHOEk&usp=sharing>