**Exhibit L** 

## Ozarka College (OZC), 2-Year

1 Employees with salaries over \$100,000 or more as of 6/30/2011

## Cost Containment 2010-2011

| Name of Institution:   | Ozarka College  |                        | Completed By:    | Dr. Richard Dawe  |  |  |  |  |  |
|------------------------|---|------------------------|------------------|---|--|--|--|--|--|
|                        |   |                        | Phone Number:    | 870-368-2006  |  |  |  |  |  |
|                        |   |                        |                  |   |  |  |  |  |  |
|                        |   |                        |                  |   |  |  |  |  |  |
| Cost Containment Input |   |                        |                  |   |  |  |  |  |  |
|                        | What input are you using from faculty, staff, students, and public in wo  | rking to contain costs | ?                |   |  |  |  |  |  |
|                        | Annual employee satisfaction surveys, suggestion boxes and focused discussions.   |                        |                  |   |  |  |  |  |  |
|                        |   |                        |                  |   |  |  |  |  |  |
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|                        |   |                        |                  |   |  |  |  |  |  |
|                        |   |                        |                  |   |  |  |  |  |  |
|                        | Do you have a Committee on Cost Containment?  |                        |                  |   |  |  |  |  |  |
|                        | The Administrative Council serves in this capacity  |                        |                  |   |  |  |  |  |  |
|                        |   |                        |                  |   |  |  |  |  |  |
|                        |   |                        |                  |   |  |  |  |  |  |
|                        |   |                        |                  |   |  |  |  |  |  |
|                        | Do you offer incentives and/or recognition to faculty/staff/students for  | r suggestions on how   | to cut costs?    |   |  |  |  |  |  |
|                        | Do you offer incentives and/or recognition to faculty/staff/students for suggestions on how to cut costs?  Not yet, but under consideration |                        |                  |   |  |  |  |  |  |
|                        | ,,  |                        |                  |   |  |  |  |  |  |
|                        |   |                        |                  |   |  |  |  |  |  |
|                        |   |                        |                  |   |  |  |  |  |  |
|                        |   |                        |                  |   |  |  |  |  |  |
|                        |   |                        | Estimated Annual |   |  |  |  |  |  |
| Cost Saving Efforts    |   | Y or N                 | Savings          | Notes   |  |  |  |  |  |
| U                      | tilities  |                        |                  |   |  |  |  |  |  |
|                        | Retrofiting with energy-efficient lighting, timers, etc.  | Υ                      |                  | requires an up-front investment   |  |  |  |  |  |
|                        | Retooling HVAC controls   | Υ                      |                  | requires an up-front investment   |  |  |  |  |  |
|                        | Replacing windows   | N                      |                  | requires an up-front investment   |  |  |  |  |  |
|                        | Other describe: Energy Awareness articles   | N                      |                  |   |  |  |  |  |  |
|                        | Other describe:   | N                      |                  |   |  |  |  |  |  |
|                        | Other describe: Total Utilities   | N                      |                  | Haable to accurately quantify   |  |  |  |  |  |
|                        |   |                        |                  | Unable to accurately quantify   |  |  |  |  |  |
| Pers                   | Sonnel Consolidating depostments  | N                      |                  |   |  |  |  |  |  |
|                        | Consolidating departments Staff reductions or reorganizations   | Y                      |                  | Reorganizations   |  |  |  |  |  |
|                        | Temporary saving by keeping vacancies open  | Y                      | 11 000           | grounds position  |  |  |  |  |  |
|                        | Hiring of temporary or adjunct faculty  | Y                      |                  | 33.3% full time / 66.7% part time   |  |  |  |  |  |
|                        | Hiring of temporary or part-time staff in lieu of fulltime staff  | Υ                      | C                |   |  |  |  |  |  |
|                        | Reduction in Student Support staff  | N                      |                  |   |  |  |  |  |  |
|                        | Reduction in maintenance staff  | N                      |                  |   |  |  |  |  |  |
|                        | Reduction in campus security  | N                      |                  |   |  |  |  |  |  |
|                        | Defer salary increases  | Υ                      | 75,000           | As directed by the state  |  |  |  |  |  |
|                        | Reduce employee benefit packages  | N                      |                  |   |  |  |  |  |  |
|                        | Early retirement incentives for long-term employees   | N                      |                  |   |  |  |  |  |  |
|                        | Closing academic programs with low enrollments  | Y                      |                  |   |  |  |  |  |  |
|                        | Other describe:   | N                      |                  |   |  |  |  |  |  |
|                        | Other describe:   | N                      |                  |   |  |  |  |  |  |
|                        | Other describe: Total Personnel   | N                      | 86,000           |   |  |  |  |  |  |
| Operating Budget Cuts  | Total Fersonner   |                        | 80,000           |   |  |  |  |  |  |
| Operating budget Cuts  | Reduce Travel budget  | N                      |                  | Not reduced but more closely controlled/monitored   |  |  |  |  |  |
|                        | Revised travel policy   | Y                      | 5,000            |   |  |  |  |  |  |
|                        | Reduction in office and teaching supplies   | N N                    | 3,000            |   |  |  |  |  |  |
|                        | Reduce printing of materials  | Y                      | 500              |   |  |  |  |  |  |
|                        | Reduce library holdings or subscriptions  | N                      | 1                |   |  |  |  |  |  |
|                        | Change computer replacement policy  | N                      |                  |   |  |  |  |  |  |
| 1                      | Changed academic schedule to create efficiencies  | Υ                      | C                |   |  |  |  |  |  |
| 1                      | Centralization of printing  | Υ                      |                  |   |  |  |  |  |  |
| 1                      | 4 day work week in summer for employees   | Υ                      |                  | yes, but considering going back to 4.5 or 5 day schedule next year to better serve students |  |  |  |  |  |
| 1                      | Other describe:   | N                      |                  |   |  |  |  |  |  |
|                        | Other describe:   | N                      |                  |   |  |  |  |  |  |
| 1                      | Other describe:   | N                      |                  |   |  |  |  |  |  |
|                        | Total Operating   |                        | 5,500            |   |  |  |  |  |  |
|                        | Total Savings   |                        | \$ 91,500        |   |  |  |  |  |  |

| Employees paid \$100,000 or more as of 6/30/2011 |                        |                       |           |       |  |  |  |
|--|------------------------|-----------------------|-----------|-------|--|--|--|
| Institution                                      | Name                   | Title                 | FY 2011   | Notes |  |  |  |
| Ozarka College                                   | Richard L. Dawe, Ph.D. | Institution President | \$142,850 |       |  |  |  |
|  |                        |                       |           |       |  |  |  |
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