



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

President's Task Force on Efficiency

Progress Report and Campus Feedback on System Administration's Efficiency Efforts from 2009-2013

OVERVIEW

**Submitted to
President Bruce Benson
January 2014**

<https://www.cu.edu/ope/efficiency/ptfe>

Prepared by the Office of Policy and Efficiency
Office of the President

Introduction

The purpose of this assessment exercise and progress report is to:

1. Measure the progress and effectiveness of the efforts by the President’s Task Force on Efficiency (PTFE) and the Office of Policy and Efficiency (OPE) in meeting the President’s original charge (see Section 2, page 5) and the progress made towards addressing the list of top aggravators submitted by the campuses in 2009 (see Section 3, page 6);
2. Gather current feedback relating to system administration’s policies and processes that impact the campuses and our university faculty and staff;
3. Provide campus feedback (both positive and negative) to the appropriate managers at system administration (*see Appendix A, page 9 for complete listing of system administration units*); and
4. List examples of other ongoing efficiency and effectiveness efforts at system administration (*see Appendix C, page 13 for complete listing*).

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Section 1: Process Overview

In late 2012, the President’s Task Force on Efficiency and the Office of Policy and Efficiency (OPE), in consultation with the System Vice Presidents and at the direction of President Benson, began an exercise to measure the effectiveness of the efficiency efforts to-date and to identify current issues relating to system administration. This exercise included:

1. **Meeting with President Benson** to discuss the President’s Task Force on Efficiency’s progress to date and the planned assessment exercise.
2. **Interviewing Task Force members** to gather their input and insights on the future of the President’s Task Force on Efficiency and the assessment exercise, including the assessment survey instrument.
3. Conducting a broad **stakeholder assessment survey** in Spring 2013 (see below) to a target group of over 800 individuals to gather feedback on the progress made to-date and help identify opportunities where system administration could be doing better.
4. Conducting **17 outreach meetings** (see page 4) with key stakeholder groups from across the university community to provide an overview of the work of the President’s Task Force on Efficiency, background on System Administration, and gather their input on ways to improve system administration or specific issues relating to system administration.
5. **Reporting the findings to:**
 - President Benson;
 - President’s Task Force on Efficiency;
 - System Vice Presidents; and
 - Chancellors and Campus Leadership.
6. **Discussing** the findings and detailed **feedback with System Administration’s Unit Managers and Directors** regarding the specific things which are being done well, stakeholder issues, and stakeholder suggestions for improvement.
7. Follow-Up and **communicate with faculty and staff governance** and the **University community**.

Stakeholder Assessment Survey

The assessment survey was launched and completed in March 2013. 249 surveys were completed which included 518 open-ended responses. The survey was distributed to the following stakeholder groups which had at least some involvement with the President’s Task Force on Efficiency and/or the Office of Policy and Efficiency – during the last five years.

Stakeholder Groups – Assessment Survey:

| Target Group | Est Count | Associated w/ |
|---|-----------|---------------|
| Office of Policy & Efficiency (OPE) Distribution List | 340 | OPE |
| OPE Campus Policy Liaisons | 3 | OPE |
| Current President’s Task Force on Efficiency Members | 12 | PTFE |
| Past President’s Task Force on Efficiency Members | 10 | PTFE |
| Subject Matter Experts | 20 | PTFE |
| Faculty Council | 30 | System-Wide |
| Faculty Council Budget Committee | 8 | System-Wide |
| University of Colorado Staff Council (UCSC) | 15 | System-Wide |
| CU System-wide Budget Officers Group | 8 | System-Wide |
| CU System-wide Controllers Group | 8 | System-Wide |

| | | |
|---|----|-----------------------|
| System Administration Staff Council | 15 | System Administration |
| CU-Boulder Boulder Faculty Council (BFA) | 18 | CU-Boulder |
| CU-Boulder BFA Executive Committee | 6 | CU-Boulder |
| CU-Boulder Staff Council | 12 | CU-Boulder |
| CU-Boulder Academic Budget Officers Group | 30 | CU-Boulder |
| CU-Boulder Assistant To's Group | 10 | CU-Boulder |
| CU-Boulder Chairs Breakfast | 40 | CU-Boulder |
| CU-Boulder Associate Vice Chancellors Group | 6 | CU-Boulder |
| CU-Boulder Council of Associate Deans | 6 | CU-Boulder |
| UCCS Faculty Assembly | 15 | UCCS |
| UCCS Professional Exempt Staff Association (PESA) | 30 | UCCS |
| UCCS Staff Council | 12 | UCCS |
| UCCS Leadership Team | 8 | UCCS |
| CU Denver Faculty Assembly | 15 | CU Denver |
| CU Denver Staff Council | 10 | CU Denver |
| CU Denver Associate Deans/Academic Support Group | 14 | CU Denver |
| CU Denver Fiscal Manager's Group | 12 | CU Denver |
| CU Anschutz Faculty Assembly | 15 | CU Anschutz |
| CU Anschutz Staff Council | 12 | CU Anschutz |
| CU Anschutz Academic & Student Affairs Leadership Committee | 12 | CU Anschutz |
| CU Anschutz Senior Administrators | 14 | CU Anschutz |
| CU Anschutz School of Medicine Administrators | 45 | CU Anschutz |

Survey Demographics:

| Respondents primary status at the University of Colorado: | # | % |
|--|----------|----------|
| Classified Staff | 27 | 12.0% |
| Professional Exempt Staff | 106 | 47.1% |
| Manager | 35 | 15.6% |
| Faculty - Tenure/Tenure Track | 44 | 19.6% |
| Faculty - Instructor | 3 | 1.3% |
| Other | 10 | 4.4% |
| Total | 225 | 100.0% |

| Respondents primary location of work at the University of Colorado: | # | % |
|--|----------|----------|
| Anschutz Medical Campus | 37 | 17.2% |
| Boulder Campus | 92 | 42.8% |
| Colorado Springs Campus | 27 | 12.6% |
| Denver Campus | 21 | 9.8% |
| System Administration | 34 | 15.8% |
| Other | 4 | 1.9% |
| Total | 215 | 100.0% |

| Whether respondent may be a member of any university governance groups: | # | % |
|--|----------|----------|
| No | 139 | 68.8% |
| Yes | 63 | 31.2% |
| Total | 202 | 100.0% |

Outreach Meetings

The President’s Task Force on Efficiency Chair (Senior Vice President and Chief of Staff Leonard Dinegar) and the Director of the Office of Policy and Efficiency (Dan Montez) participated in 17 outreach meetings with key stakeholder groups (see below) from across the university community.

| | |
|---|---|
| CU Anschutz | 3/27 – CU Anschutz, Academic & Student Affairs Leadership Committee 4/04 – CU Anschutz Senior Administrators 4/11 – CU Anschutz-School of Medicine Administrators 5/07 – Joint CU Denver and Anschutz Faculty Assembly |
| CU-Boulder | 4/01 – CU-Boulder-BFA Executive Committee 4/10 – CU-Boulder Assistant To’s Group 4/10 – CU-Boulder Staff Council 4/11 – CU-Boulder Academic Budget Officers |
| UCCS | 4/22 – PESA and UCCS Staff Council (Combined) 4/12 – UCCS Faculty Assembly |
| CU Denver | 3/14 – CU Denver Fiscal Managers Group 4/16 – CU Denver Associate Deans/Academic Support Group |
| System-wide Governance Groups and System Administration | 2/28 – Faculty Council 3/15 – Controllers Meeting 5/14 – System Staff Council 5/23 – University of Colorado Staff Council (UCSC) 5/28 – System Budget Officers |

Section 2: Progress on Meeting the President’s Charge

Feedback shows that progress has been made in revising, eliminating, and simplifying policies, procedures, and processes and how system administration communicates those changes with the University community. However, there is more work that needs to be done in providing the appropriate tools and training needed by faculty and staff to implement required policies and procedures and in increasing the cooperation and coordination among system administration and its operating units, campuses and affiliates.

| The President’s Task Force on Efficiency (PTFE) was established in November 2008. The President’s original charge was to improve the general efficiency and effectiveness of system operations by: | Percent that believe progress has been made on these goals. | Percent that believe these goals are still important. |
|---|---|---|
| A. <u>Identifying policies, procedures, processes, and/or practices that could be revised, simplified, eliminated or created</u> , if needed, to improve efficiencies/effectiveness or would better meet the needs of the university community. | 80.9% | 90.9% |
| B. <u>Identifying ways of improving System Administration’s communications regarding new policies, initiatives, and procedures</u> with the entire university community. | 72.9% | 92.2% |
| C. <u>Identifying ways of providing the appropriate tools and training</u> needed by staff and faculty to implement required policies and procedures. | 51.1% | 92.6% |
| D. <u>Identifying ways of increasing the cooperation and coordination</u> among System Administration and its operating units, campuses, and affiliates. | 51.6% | 91.6% |

Items of Note:

- The feedback from the outreach meetings was very similar to the above results.
- The feedback shows that more than 90% of the respondents believe that the President’s goals identified in 2008 are still important today.

Section 3: Progress on Aggravators Identified by Campuses in 2009

As the following table shows:

- At least some progress has been made on eight of the top 10 aggravators from 2009, although two of these were only slightly above 50%.
- Two aggravators from 2009 concerning the administrative burden on campuses and faculty and the hiring process were rated as having not improved or have become worse.
- The feedback from the outreach meetings supported the survey findings.

| The President’s Task Force on Efficiency compiled a list of the Top 10 aggravators for the University in 2009. | Percent that believe that the aggravator is worse or no change since 2009. | Percent that believe there has been Better/ Significant Improvement since 2009. |
|---|--|---|
| I. There are too many <u>policies</u> ; they change too fast; they are difficult to understand; and they are not easy to find. | 24.9% | 75.1% |
| II. The <u>administrative burden</u> on campuses is problematic. There are too many requirements for faculty to complete non-academic tasks and the burden placed on staff is unwieldy – we are not staffed to operate at a best-practice level in all areas. | 58.6% | 41.4% |
| III. We are <u>too reliant on paper and manual processes</u> . A greater emphasis on electronic means of doing work should be considered, including electronic signatures, forms, routing, and processing, which also would be more environmentally friendly. | 19.8% | 80.2% |
| IV. There is a <u>perception of mistrust</u> of employees and a <u>low tolerance for mistakes</u> . Don’t punish everyone for the missteps by a few or even one person. | 48.7% | 51.3% |
| V. <u>Procurement and travel processes</u> are too cumbersome, time consuming, and confusing. | 36.1% | 63.9% |
| VI. <u>Hiring processes</u> are too cumbersome, time consuming, and confusing. | 53.4% | 46.6% |
| VII. The amount, focus, and methods of delivering <u>training</u> (i.e., on-demand, just-in-time, mentoring, refresher courses) is not ideal. More online tools like “step-by- steps” are needed. | 35.3% | 64.7% |
| VIII. The policy, procedures, and processes related to <u>alcohol, cell phones, and special events</u> need to be streamlined and simplified. | 34.6% | 65.4% |
| IX. The new <u>financial reporting system</u> is difficult to use and doesn’t meet the department’s needs. | 34.9% | 65.1% |
| X. <u>Policies</u> are written to cover every single possible situation that could arise. | 43.3% | 56.7% |

Section 4: Major Areas of Feedback (Positive and Negative)

The assessment survey was launched and completed in March 2013. 249 surveys were completed which included 518 open-ended responses. The survey provided ample space for open-ended responses to questions, such as:

- *What other areas should the President's Task Force on Efficiency focus on?*
- *Are there additional things that aggravate you with System Administration (i.e. policies, procedures, processes, etc.) that were not listed in the 2009 Report?*
- *Are there things that System Administration is doing well and should be continued (i.e. policies, procedures, processes, etc.)?*
- *Are you aware of any specific opportunities to improve efficiency and effectiveness at System Administration or any of the units; ways it can help serve you better; or ways it can help you to do your job more efficiently or effectively?*

We received positive and negative feedback on many system administration units, services and processes. Some of the more frequently heard comments included:

- Administrative burden on campuses and faculty
- COGNOS
- Collaboration between system administration and campuses
- Communications (i.e., President's Communique's, branding, system administration website)
- Continuous improvement efforts (i.e., administrative unit reviews, procurement, travel, streamlined policies and procedures)
- CU Marketplace
- Customer service
- Document imaging and less emphasis on paper
- Engagement with University community (i.e., outreach efforts, asking for input, end users)
- Help desks
- Hiring process (including Jobs@CU)
- InfoEd
- On-boarding and off-boarding
- Policies and policy process
- Process improvements and awareness of efficiency efforts
- Research and sponsored projects
- Systems and system implementations
- Training
- Tuition waiver process
- Use of technology, including:
 - Accessibility systems
 - Electronic forms and signatures
 - Blogs
 - FINPRO help button

Section 5: Here's What We're Doing with the Results

- A. Senior Vice President and Chief of Staff, Leonard Dinegar, will provide an overview of significant themes and opportunities to the PTFE and discuss specific issues the task force may want to focus on in the upcoming months. (Timeline: December 6, 2013)
- B. Dan Montez will present the detailed feedback relating to the Office of Policy and Efficiency, (including: policies, policy-process, efficiency and effectiveness activities, and the OPE website) to the President's Task Force on Efficiency (PTFE). (Timeline: December 6, 2013)
- C. Leonard Dinegar and Dan Montez will brief the following leadership groups, in person, on the results of the assessment exercise:

| PTFE Assessment Reporting Briefing Timeline | |
|--|---------------------------------|
| December | System Vice Presidents |
| January | President Bruce Benson |
| January/February | Campus Leadership Teams |
| January/February | University Staff Council (UCSC) |
| January/February | Faculty Council |

- D. The Director of the Office of Policy and Efficiency, Dan Montez, is meeting with the leadership of all system administration units which received comments in the assessment survey and/or outreach feedback to provide the specific details of the input, both positive and negative. (Timeline: January/February 2014)
- E. A broad email communication will go out to all participants of the survey and interviews; and an article in the Faculty and Staff Newsletter to the broader university community to provide overview of the process and continue to invite feedback or suggestions. (Timeline: January/February 2014)

Appendix A: The Units of System Administration

Office of the Board of Regents – The Office of the Board of Regents provides support to the Regents, which consists of nine members serving staggered six-year terms, one elected from each of Colorado's seven congressional districts and two from the state at-large. The board is charged constitutionally with the general supervision of the university and the exclusive control and direction of all funds of and appropriations to the university, unless otherwise provided by law.

In addition to the Office of the Board of Regents, the University of Colorado's System Administration consists of 19 units that serve the entire CU system. These units, which provide critical support services to CU's campuses in Aurora, Boulder, Colorado Springs and Denver, as well as the Office of the President in Denver, include:

Office of the President – The President is the principal executive officer of the university, a member of the faculty and carries out the policies and programs established by the Board of Regents. The president is responsible for the administration of the university and for compliance of university matters with applicable Regents laws and policies, and state and federal constitutions, laws, and regulations. The president is the chief lobbyist and fundraiser for the university.

Advancement – The Advancement operation provides the strategic leadership, coordination, management, and the accompanying apparatus to place the institution in an optimal position to attract substantial support from the philanthropic sector. In addition to placing fund raising professionals in the field, Advancement also provides the back office functions to support the field staff. These include research, marketing and communications, gift processing, data base management, estate gift planning, and other services. These central services produce economies of scale by eliminating the need for these back office functions to be duplicated on each of the four campuses.

Academic Affairs – The Office of Academic Affairs performs university-wide leadership and coordination of CU's academic and research programs. In collaboration with campus executives, the office coordinates the development and review of academic programs for board and state agency approval and serves as liaison to faculty governance groups.

Budget and Finance – The Office for the Vice President for Budget and Finance and the Chief Financial Officer has the primary responsibility of planning and coordinating the university-wide budget and capital construction process. In addition to working closely with the campus budget offices, the office works with communication offices, faculty budget committees, the CCHC, and the state legislature, in particular the Joint Budget Committee and the Capital Development Committee. The office also produces and maintains the CU Compensation Database.

Coleman Institute for Cognitive Disabilities – The Coleman Institute's mission is to catalyze and integrate advances in science, engineering and technology to promote the quality of life and independent living of people with cognitive disabilities.

Employee Services – Employee Services provides the CU community with excellent services from recruitment to retirement. This office provides technical expertise while administering benefits, professional development, payroll, individual tax management, and strategic HR programs. The functional areas of Employee Services include Payroll, Technologies, Benefits, Retirement, Financial Education, Learning and Development, International Tax and Human Resources.

Government Relations – The Office of State and Federal Government Relations is charged with developing and implementing a public affairs strategy to address the legislative goals of the university.

Information Security – The Chief Information Security Officer and the campus IT security principals jointly oversee the University of Colorado’s efforts to protect its computing and information assets and to comply with information-related privacy and security laws and regulations.

Institutional Research – Institutional Research provides responses to a variety of information and data requests from internal and external sources (e.g., the Board of Regents, system administration, the four campuses, peer institutions, and state and federal regulatory agencies).

Internal Audit – Internal Audit reports directly to the Board of Regents, and contributes to the university’s objectives by helping the CU community understand and apply sound business practices, through independent examination and evaluation of current processes and internal controls, and providing counsel and education to those responsible for them.

Policy and Efficiency (OPE) – The Office of Policy and Efficiency develops, oversees and maintains the university’s system-wide policymaking process by partnering with system and campus policy managers to create, revise, and distribute university-wide policies; and acts as the official repository and point-of-contact regarding university-wide policies. OPE also supports efforts and initiatives to increase efficiency and effectiveness at the university, such as the President’s Task Force on Efficiency.

Procurement Service Center (PSC) – The Procurement Service Center (PSC) provides leadership to the University of Colorado in the procurement of goods and services and in paying debts to vendors and travelers by combining sound business controls with efficient and timely service. The functional areas of the PSC include Purchasing Services, Strategic Sourcing, Supplier Relationship Management, Payable Services, Commercial Card Program, Travel Program, Small Business Program, Contract Services, and Procurement Systems. PSC is the system owner of CU Marketplace and Concur Travel and Expense.

Technology Transfer – The Technology Transfer Office pursues, protects, packages and licenses the intellectual property generated from CU’s research enterprise and serves faculty, staff and students seeking to create such intellectual property.

Treasurer – The Treasurer’s Office is responsible for overall cash management, debt management and property management. It provides support and assistance to the campuses on financing strategies, real estate issues, banking relationships, and other investment-related issues. CU is the only public institution in the state to maintain its own treasury.

University Controller – The Office of University Controller (OUC) is responsible for managing the university’s system of record – the Financial System – and its interfaces with purchasing, payables, human resources, and other subsystems, including the Cognos Reporting System. It works closely with the campus controllers, the state controller, and the state auditor’s office to ensure that fiscal practices comply with external and internal rules and regulations and generally accepted accounting principles. The OUC communicates fiscal policies and procedures to the university community through its news blog, website, and training programs, and provides direct assistance to faculty, staff, and other individuals through the Finance & Procurement Help Desk. The office also administers a Continuing Professional Education program and the CU Shared Practices (CUSP) employee recognition program.

University Counsel – University Counsel includes several legal functions that provide an array of services to the University of Colorado system. The Office of the University Counsel provides legal advice to the Board of Regents, the president, system administration and the campuses.

University Information Systems (UIS) – University Information Systems provides technical services and enterprise applications to the University of Colorado campuses and the Office of the President. UIS is committed to excellence in customer service and technical expertise. Through the development of enterprise applications, UIS supports the University as a whole with systems used by students, faculty, human resources employees, finance employees, and others.

University Relations – The Office of University Relations is responsible for all official public communication regarding the Office of the President, which includes responding to requests from the news media for information, interviews and official statements. The office also directs the president’s community tours and outreach, manages the president’s regional business and community councils, the CU Advocates program and oversees the university’s special events and outreach with targeted communities. University Relations also produces the weekly CU Connections, news and information for CU Faculty and Staff, and oversees the system-wide branding initiative and the implementation of an online alumni communications tool, among many other print, Web and social media projects.

University Risk Management – The Office of University Risk Management is responsible for affirmative control and minimization of risk, promoting a strong proactive loss prevention program, and using aggressive leading edge concepts to insure the safety of students, employees and others as well as protecting the assets and income of each system campus.

Appendix B: President’s Task Force on Efficiency

Initiated by President Bruce D. Benson in 2008, the President’s Task Force on Efficiency (PTFE) identifies ways to improve the efficiency and effectiveness of system administration and its interactions with the university community.

There have been 32 different faculty and staff from system administration and each campus who have participated on the Task Force at some point during its existence.

| CURRENT TASK FORCE ON EFFICIENCY MEMBERS | PAST MEMBERS |
|---|------------------------------|
| System | System |
| Leonard Dinegar | Lisa Hartman |
| Geoff Barsch | Kelly Fox |
| Lisa Landis | Kevin Sisemore |
| Dan Montez | |
| Corky Volkert | |
| | |
| UCCS | UCCS |
| Debbie Lapioli | Mark Malone |
| | Rosemary Augustine |
| | Jackie Berning |
| | Jane King |
| | |
| CU Denver/CU Anschutz | CU Denver/CU Anschutz |
| Joanne Addison | John Wyckoff |
| Dr. David Port | David Thompson |
| Kim Huber | Bob Flanagan |
| Terri C. Carrothers | Roxanne Byrne |
| | Robert Fries |
| | Jeff Parker |
| | John McDowell |
| | |
| CU-Boulder | CU-Boulder |
| Larry Drees | Joe Rosse |
| Bill Kaempfer | Jerry Peterson |
| Steve McNally | Uriel Nauenberg |
| Paul Chinowsky | |
| Melinda Piket-May (Faculty Council Chair) | |

Appendix C: Examples of Ongoing Efficiency and Effectiveness Efforts at System Administration

President Bruce D. Benson appointed the President’s Task Force on Efficiency (*see Appendix B, page 12*) in 2008 to improve System Administration and its interactions with campuses. Its charge included identifying ways to improve the general efficiency and effectiveness of system operations and providing feedback and guidance to the Office of Policy and Efficiency (OPE) on the development of new and revised policies and the university policy process.

In addition to the work of the President’s Task Force on Efficiency (PTFE), several ongoing efforts within System Administration have been focused on improving the general efficiency and effectiveness of system operations, including, but not limited to:

1. Policy Streamlining and Simplification.

- System Administration’s APS Scorecard – 2009 to 2013:

| APSs | Pages of Policies | Timeline |
|------|-------------------|---|
| 210 | 650 | November 2008 (Beginning of the Task Force on Efficiency) |
| ↓ | ↓ | |
| 138 | 405 | March 2009 (President Approves TFE Recommendations) |
| ↓ | ↓ | |
| 106 | 325 | July 2009 (President/TEAM Approves 07/01/09 Policy Rollout) |
| ↓ | ↓ | |
| 101 | 303 | President/TEAM Approvals in FY 2010 |
| ↓ | ↓ | |
| 92 | 278 | President/TEAM Approvals in FY 2011 |
| ↓ | ↓ | |
| 90 | 272 | President/TEAM Approvals in FY 2012 |
| ↓ | ↓ | |
| 88 | 269 | President/TEAM Approvals in FY 2013 |
| ↓ | ↓ | |
| 88 | 270 | President/TEAM Approvals in FY 2014 (Through January 1, 2014) |

2. Administrative Unit Reviews.

- System Administration has adopted a goal of looking for ways to do things more efficiently and more effectively. In that spirit, the Office of Budget and Finance began conducting regular administrative unit reviews in the fall of 2011 to evaluate what we do, how we do it, and ensure that we are putting our efforts and resources to use in the most effective way possible.
 - i. This process includes an external review with our campus constituents and stakeholders to ask them what is working and what needs improvement in each of these areas.
 - ii. Each area will also conduct an internal review of its core functions and activities.
- The ultimate goal of the administrative unit review process is to determine how we can improve services to the campuses as well as other units within System Administration.

- As each area completes its review, we will evaluate the need for any changes and share those recommendations with system administration leadership and the President’s Task Force on Efficiency.

3. Grant Street Efficiency Group.

- With nearly all units of System Administration located at 1800 Grant Street, the President’s Office launched an initiative designed to help explore ways that we can improve our efficiency and effectiveness at 1800 Grant Street.
- This working group solicits input, analyzes options, and makes recommendations to the System Vice Presidents on ways to:
 - i. Seek cost, time, and effort improvements
 - ii. Better use technology
 - iii. Improve customer service
 - iv. Seek energy and resource savings
 - v. Improve general productivity, health and wellness, and morale

4. CU Shared Practices.

- [CU Shared Practices](#) (CUSP) is a recognition program managed by the University Controller’s Office and is designed to spur the creative processes of CU employees. Many staff have developed practices, tools, and innovations to help their units and their colleagues work smarter and faster.
- CUSP emphasizes best practices and recognizes new ideas and processes which provide significant and positive impacts (fiscal and otherwise) on individual and/or unit performance.
- CUSP has seen a steady increase in the number of campus submissions that have been recognized with CUSP awards.

5. Customer Service Training.

- The units of System Administration participated in a unique opportunity for staff to attend training on exceptional customer service presented by the former customer service training manager at the 5-star Broadmoor Hotel and designed specifically for CU System staff.
- The Broadmoor Hotel’s prestigious ratings imply the highest quality of service which can be valuable in any industry.
- The goal was to enhance our work with and service to the campuses and other university constituents, as well as within our own departments.
- “Exceptional service, every employee, every time.”

6. System Administration Operating Efficiencies.

Some additional examples of System Administration efforts follow. For a complete listing, go to: [System Administration Operating Efficiencies](#).

| | |
|-----------------------|---|
| Procurement | Travel: \$100,000 savings on university negotiated airline contracts (United, Frontier, and Southwest Airlines). |
| Risk Management | Achieved an overall operating budget reduction of \$489,900 (12.5%) for FY 2012 in salary savings and operating expenses. This is the second year-over-year reduction in staffing levels. |
| Human Resources | The Employee Learning and Development office provided faculty and staff over 56,000 courses in 30 months, avoiding \$2.8 to \$5.6 million in training costs. |
| Treasurer | Saved a total of \$13.4 million on refinancing bonds in calendar year 2012. Similar savings were achieved in 2011, while also reducing the fixed cost of issuance. |
| University Controller | Continuing Professional Education (CPE) for Certified Public Accountants (CPAs) program improves job skills and saves the University over \$86,000 annually. |
| Facilities | Co-location of service centers - Procurement Service Center, Payroll and Benefits, and University Information Systems - reduced the combined footprint of service centers from 65,000 sq. ft. to 53,000 sq. ft. |

Appendix D: Examples of Ongoing Efficiency and Effectiveness Efforts at the Campuses

Some additional examples of campus efforts follow. For a complete listing, go to:

- [Cost Saving Measures Adopted by CU-Boulder](#)
- [Cost Saving Measures Adopted by UCCS](#)
- [Cost Saving Measures Adopted by the CU Denver/Anschutz Medical Campus](#)

| | |
|-----------------------------------|--|
| CU-Boulder | Systems Biotech building is saving over 3,246,000 kWh of electricity annually as compared to typical research building of similar size and complexity, resulting in \$250,000 savings annually. Received the Excel Energy Design Assistance Achievement Award this year. |
| CU-Boulder | Consolidated the Colorado Diversity Initiative to identify opportunities for synergies among programs, departments and institutes campus-wide to maximize the effectiveness of well-established diversity initiatives and to foster interdisciplinary collaborations in STEM fields. Savings - \$145,000 annually. |
| UCCS | Campus employees actively turning off lights, computers and equipment whenever possible, including “de-lamping” some fixtures for a permanent energy savings. Increasing employee awareness on conservation efforts and ideas to reduce energy utilization and decrease UCCS’ carbon footprint. |
| UCCS | Admissions and Records created new and efficient online workflows to streamline processes. |
| CU Denver/Anschutz Medical Campus | Instituted Shared Services networking at the System office to leverage talent and increase the level of service, both campuses. |
| CU Denver/Anschutz Medical Campus | Expanded use of <i>Thin Client</i> technology: \$214,000 savings for both campuses; <i>Thin Client</i> architecture reduces computer costs, energy consumption and workstation support staff. |

- For questions or additional copies of this report:*
- 1) Contact the Office of Policy and Efficiency (OPE) at 303-860-5711 / ope@cu.edu; or
 - 2) Visit the President's Task Force on Efficiency web page at <https://www.cu.edu/ope/efficiency/ptfe>.



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

OFFICE OF POLICY AND EFFICIENCY