



## State University System Efficiencies

Universities were requested to provide an update on efficiencies they have completed, undertaken or are in the process of initiating.

The following university summaries highlight various initiatives; however, the following provide some examples;

### Completed Efficiencies;

- Implemented document repository and online approval process for third year and tenure/promotion review along with sabbatical application review. Online system resulted in savings of approximately \$50,000 and approximately 100 hours in administrative time - FIU;
- Developed a no-cost self-op electronic imaging/distribution system for purchasing documents. Addition saves over a half million printed pages annually and increases efficiencies while providing numerous ad-hoc reporting capabilities - FAU;
- Entered into \$12.2 M energy savings contract to institute the following measures: partial steam decentralization, improve the efficiency of the chilled water plant, energy management control and solar thermal heating - FAMU;
- Completed deployment of a GPS based tracking system for fleet vehicles; resulting in a 10% reduction in fleet fuel costs - UNF;
- Implemented robust property control system for the allocation and tracking of electronic property equipment - FGCU;
- Utilized "cloud" services to reduce costs of on-premise services. Projects include Microsoft Office 365, Box.net for storage and file sharing and migration to Canvas (university's hosted learning management system) - USF;
- Instituted the digitization of records for storage of internal records to reduce the amount of space and maintenance required for paper files - FSU;
- Formalized consortium with various institutions to develop best practices for collaborating on academic and administrative projects aimed at broadening academic opportunities for students and enhancing operational activities throughout the campuses with minimal costs - NCF

- Saved over \$4 M in energy costs by generating electricity through the campus combined heat and power plant, on-going commissioning and automation management, and capital replacement - UCF;
- Implemented the Oracle PeopleSoft Benefits Administration module which better manages eligibility, enrollment, and on-going maintenance of benefit plans for university employees - UF;
- Installed Light Emitting Diode (LED) to replace existing fluorescent lights, to replace high intensity discharge (HID) lamps, and to replace existing metal halide - UWF;
- Implemented a high efficiency/low energy lightening system in the Innovation, Science and Technology Building - FPU;

On-going efficiencies and/or efficiencies currently underway:

- Administering negotiations for the selection of specialty advisors; i.e., the monetization of the lease of the University Commons facility;
- Implementing electronic solutions to make proctored distance learning more efficient while reducing errors and delays;
- Continuing implementations of Campus Master Plan policies that maximize efficient land use, promote cost-effective forms of transportation such as buses, bicycling and walking, as well as water conservation through tree preservation, proper plant selection and xeriscaping where feasible;
- Reducing energy consumption and food waste in campus dining halls;
- Revamping business processes including vendor payments with a consequent savings in personnel costs while raising service levels;
- Expanding the availability of textbooks for the rental program to provide students of up to 50% of new textbooks;
- Increasing the average classroom size, while being cognizant of academic needs and certain classes that have limits on the faculty to student ratio;
- Implementing a space inventory software system which allows academic space to be centrally managed and efficiently utilized;
- Implementing remote deposit service online systems which allow for immediate deposit of checks for quicker availability of funds, maximization of interest earned and reduced courier costs;
- Digitization of records, including asbestos surveys and abatements, respirator fit tests, and hazardous waste manifests, to improve access to records, enhance regulatory compliance, improve efficiency of data searches, and optimize use of physical space;
- Renegotiating campus-wide contracts with lower overhead percentage/profits;
- Eliminating academic and university support positions to preserve faculty instructional time and effort.



## Florida A&M University Efficiencies August, 2014

### **I. Identify academic & administrative efficiency initiatives that are continuing or have been implemented during the past year.**

#### **Suspend Low Productivity Programs: Update**

In FY 2010-11, the Division of Academic Affairs conducted an intensive productivity study of all academic degree programs at the University. As part of this activity, including discussions with deans and input from faculty, 23 academic degree programs were terminated and one degree program suspended by the Board of Trustees. The teachout for these programs is now complete for all programs. Resources left after budget cuts are being utilized to strengthen remaining programs.

#### **Initiate Distance Learning Partnership – Update**

The University currently offers three online graduate degrees. The three distance learning degree programs are as follows: Masters in Business Administration, Masters in Public Health and Masters in Nursing. Students are admitted into the programs by cohorts at the beginning of Fall and/or Spring semesters. The University currently offers sixteen undergraduate courses. The University is developing and implementing marketing strategies for the online program in-house.

#### **Examine Institutes and Centers – Update**

The University is continuing its review all the Institutes and Centers to determine if state funds are being utilized in the most effective manner to meet the mission of the institution.

#### **Transformation through Technology Enhancements Project - Update**

To improve the monitoring, tracking, and management of procurement contracts, the following enhancements were made:

1. Web Procedures were developed for on-site and desk-top monitoring and made available to Departments.
2. The process for purchasing services under \$5,000 was streamlined using PeopleSoft system.
3. Web-Based Contract Tracking System is operational and being used frequently.

4. Implementation of eProcurement/eMarket software which allows better exploration of available products, services, and prices.
5. P-Card Module now operational in the PeopleSoft system

Efforts continue for enhancing the procure-to-pay process. A contract management program is being implemented to improve the monitoring, tracking and management of procurement contracts. Training for procurement staff, as well as departmental personnel will occur. The State of Florida Department of Finance will train procurement staff on best practices in Contract Management and the procurement staff will train the departments in phases.

The use of the ImageNow software is being expanded throughout the campus. The expanded usage has resulted in improvements in document flows, reduced turnaround time for documents, and a reduction in paper usage.

### **Energy Savings - Update**

In April 2012, FAMU entered into a \$ 12.24 million energy savings contract with Siemens Industry Inc. to institute the following measures:

1. *Partial Steam Decentralization* by installing individual boilers in selected buildings and shutting down the Steam Plant from May through October every year;
2. *Improving the efficiency of the Chilled Water Plant* by adding tighter controls to match the output of the plant with the demand;
3. *Energy Management Control* by automatically controlling and scheduling the temperatures in selected buildings to minimize energy consumption; and
- 4: *Solar Thermal Heating* for water for the Gaither Swimming Pool and the Student Recreation Center.

The project has been completed and will benefit the University in the following ways:

- Over \$1 million in annual energy savings;
- No upfront capital was required from state resources
- Significantly improved reliability of the campus heating, ventilating, and air-conditioning (HVAC) system;
- Improved temperature control and comfort for building occupants;
- Replaced aging and obsolete HVAC equipment;
- Improved opportunities for preventive maintenance; and
- Promotion of the University's sustainability efforts.

## **II. Identify new efficiency initiatives that are underway or are being contemplated, along with potential cost savings.**

The FAMU Board of Trustees adopted an Energy Policy, in April 2013, to further promote energy efficiency. The policy is in the initial stages of implementation.



# Florida Atlantic University

## Efficiencies

### August, 2014

#### **I. Identify academic & administrative efficiency initiatives that are continuing or have been implemented during the past year.**

- Documented cost savings of \$2,755,637 over “state contract” sources last year from shared services initiatives.
- Established a Master Builder’s Risk Insurance Program as part of the SUS shared services initiative. Savings over the past four years are estimated at \$1.4M, including three new projects added last year.
- Energy Services Company (ESCO) contracts addressed increased efficiency in the areas of lighting, cooling, metering, pumps and fans. A total of 3 projects are slated to save \$3.5M in energy costs.
- Developed a no-cost self-op Electronic Imaging/Distribution System for Purchasing documents. This addition saves over a half million printed pages annually and increases efficiencies while providing numerous ad-hoc reporting capabilities. We believe this unique home-grown interface to be second to none within the SUS.
- Bundling of the Software Licensing Program to provide consistent costs each year, a single expiration date, reduced license costs and free tech support and updates for several colleges on campus.
- Sales tax recovery (owner contractor) program provided a savings of \$282,000 on \$4.7M of qualified expenditures in FY14.
- Outsourced food operations at our University School to enhance efficiency and variety.
- Designed and implemented on-line benefits orientation program for OPS employees eligible for medical benefits under the AFFORDABLE CARE ACT (ACA).
- Secured online ACH/Direct Deposit Enrollment form was rolled out to provide more efficiency in obtaining the banking information from our vendors and non-employees.
- FAU implemented online Public Auctions for surplus property during fiscal year 2014 which significantly contributed to an increase in revenues of \$50,000 from fiscal year 2013.
- Implemented Remote Deposit Service Online. These scanners allow for immediate deposit of checks which results in a quicker availability of funds, maximization of interest earned and reduced courier costs.
- Competitively solicited and negotiated contracts for 5-yr terms for grounds, custodial services, and maintenance of the water treatment plant at the HBOI campus, which resulted in substantial annual savings.
- Researched government trash-hauling contracts on which to piggyback and contracted with Waste Management (under its agreement with a Florida school board).
- Initiated a campus-wide recycling initiative to increase the amount of recycled material collected. Reduces the Solid Waste Assessment Fee paid to Palm Beach County as material sent to the recycling collection facility is free and, therefore, not deposited into a county landfill.
- Successfully diverted 371,577 bottles from the landfill this past year due to the installation of the Hydro filling stations installed in Housing buildings.
- Eliminated the in-house custodial staff by outsourcing the balance of campus-wide cleaning responsibilities to the existing outside contractor whose cost-per-square foot resulted in significantly less overall costs than that of maintaining an in-house FAU cleaning crew.
- EH&S and OSUA are creating efficiencies through a “Transformation through Technology Enhancement.” The project is improving our fire alarm monitoring system by eliminating telephone lines and replacing them with IP-based network lines. The end product will significantly improve the reception of signals and realize savings of approximately \$50,000 per year.
- A credit card realignment program which reduced risk exposure in the pCard Program.
- Rebid banking services which netted a reduction in fees of 50% and an increase in revenue of 100%.

#### **II. Identify new efficiency initiatives that are underway or are being contemplated, along with potential cost savings.**

- Automating the on-campus fuel-dispensing system to allow users to digitally provide vehicle/user identification in order to obtain fuel. Savings will be realized by eliminating staff previously required to man the fuel pumps and the new system’s more accurate record of dispensed fuel. Web-based process allowing users to see their account on line in real time to better manage their fuel consumption/costs.
- FAU, in concert with other SUS institutions, is in the process of selecting vendors for an SUS Disaster Services Contract, which will allow institutions to respond effectively in the aftermath of hurricanes and other natural or man-made events affecting SUS institutions.
- Began to administer negotiations for the selection of specialty advisors; i.e., the monetization of the lease of the University Commons facility.
- Investigating the use of a special ghost card to pay FAU’s primary electrical utility provider. It is anticipated that this additional pCard volume will propel FAU into a higher rebate tier.



## State University System Efficiencies

### University: Florida Gulf Coast University

Installation of Energy Recovery Ventilators: The installation of the energy recovery units in coordination with the solar field continues to provide on-going energy savings, as well as mitigating the tonnage requirements of the chiller plant. This project was started last year, and two added units were put into operation

Retrofitting of LED lighting: Current lighting fixtures on campus are being retrofitted to LED lighting. Beyond better performance, these new lights will provide energy savings annually. It is estimated that the payback period on this system is less than seven years.

Web-Based Building Access Program: The University has converted its card based building access system to a web based provider. This allows tremendous efficiencies as request for building access can now be granted electronically, and allow staff a quick response time and a reduction in labor costs for all involved.

Work Management System: The work management system is being converted to a new provider, which will allow for a paperless workflow. All work requests and responses will be managed electronically, saving on time for printing, paper, filing and transmission of documents on campus. Currently, there are over ten thousand processed transactions in the system, and going forward all will be managed in a paperless environment.

Property Control Procedures: With the advent of tablets and robust portable electronics, the university has implemented a robust system for the allocation and tracking of "attractive property" in order to protect against loss.

Increased Advising: The university remains committed to improving the student to advisor ratio, and has plans to hire additional advisors in order to improve the ratio and ultimately the retention rate amongst students.



## State University System Efficiencies

### Florida International University

#### FY 2013-2014 Efficiencies - Completed

- Human Resources Online Initiatives: In March 2014, the ePerformance module of PeopleSoft HR was expanded to include over 1,000 AFSCME employees and their 400 managers. This expansion has provided paperless and time-saving processes for employee performance management, resulting in estimated savings of approximately \$68,000. Additionally, webinars were instituted as the primary form of university-wide distance training for Human Resources, resulting in savings of over \$18,000.
- Online Reference Center: Implementation of online reference center for both job finalists and faculty applicants along with an online reference center for graduate school applicants. Automatically notifies references for each individual resulting in savings of over \$100,000 and time savings of about 2,500 hours for the approximately 500 annual hires and over 12,000 graduate applicants.
- Online faculty career system: Implementation of a document repository and online approval process for third year and tenure/promotion review along with sabbatical application review. Online system resulted in savings of approximately \$50,000 and approximately 100 hours in administrative time.
- Expansion of online course availability: Increased online courses allow the University to serve more students without further constraining space resources while also reducing the carbon footprint.
- Establishment of Master Contracts: Established Master Contracts with 39 small trade businesses; negotiated competitive rates and reduced turnaround time for projects.

#### FY 2013-2014 Efficiencies - Underway/Ongoing

- Energy Performance: Ongoing energy conservation plan across all campuses has resulted in millions of dollars in cost avoidance annually. Efforts include real-time monitoring for electricity, chilled water automation, campus wide metering, retrofitting light fixtures with energy saving lights and installing motion- sensor switches in all classrooms, offices and restrooms.
- PeopleSoft Financials 9.2 Upgrade: Addresses challenges encountered in daily operational use through delivered workflow, dashboards and enhancements in the financials and grants modules.
- Invoice Imaging: Uses the latest technologies to scan over 40,000 invoices and automatically populate invoice data into the ImageNow and PantherSoft systems for approval and review.
- Fall Semester Traffic Plan: The Public Safety Department has created partnerships with local police departments and Miami-Dade County to better control traffic flow and reduce the need for police staffing to control traffic. This is expected to reduce overtime costs by approximately \$100,000.

#### FY 2014-2015 Efficiencies - Planned

- Term Redesign: Add four additional term starts for online and onsite programs; solidify a term structure that efficiently manages graduate programs term dates, graduations and admissions processing.
- Non-Degree & Dual Enrollment Application Processing: Institute a more efficient admissions application process to allow for a more accurate tracking, transition and retention of these students as they move to degree seeking programs.
- Golden Panther Express: Increase the number of bus routes provided to the FIU community between campuses while reducing costs of fueling and gas emissions to the environment. Anticipate shuttle bus fuel reduction of at least 6%, and a reduction in shuttle size during off peak times.
- Extension of online faculty career system: Implement a centralized system that will leverage existing data in other systems to create and evaluate faculty activity and productivity. Eliminate paper evaluation processes for faculty and create time saving processes for faculty activity reporting and evaluation such as annual evaluation, third year review, tenure and promotion and sustained performance reviews.



## **Florida Polytechnic University Efficiencies August 2014**

### **I. Identify academic & administrative efficiency initiatives that are continuing or have been implemented during the past year.**

Florida Polytechnic University is a lean organization. The University continues to utilize a shared service agreement with the University of Florida for administrative services. We will open our doors to students in August 2014. During our first year of full operations, we will continue to identify ways to be more efficient.

### **II. Identify new efficiency initiatives that are underway or are being contemplated, along with potential cost savings.**

Florida Polytechnic University has just completed the construction of its iconic Innovation, Science & Technology (IST) building. In addition, the Wellness Center Phase I and the Student Housing will be completed in the next couple of weeks.

Florida Polytechnic University buildings have been planned and designed to use technology to allow for efficiencies and potential savings. As we begin our first year of full operations, the University will begin to collect data to quantify savings. Over the past year we have implemented the following:

#### **Innovation, Science and Technology Building**

1. Daylight harvesting systems in classrooms and laboratories.
2. Occupancy sensors for all rooms and public spaces.
3. Daylight supplementation of larger spaces.
4. Shading devices for the building.
5. Shades which track with the sun, for the skylight.
6. Low-E double glazing at the perimeter.
7. High efficiency/ low energy use lighting throughout the building.
8. High efficiency traction elevators.
9. Polished concrete floors for public spaces.
10. Automatic controllers for all toilet facilities.

11. Use of roof for outdoor classroom and pre-function gathering space.
12. Large gathering space for emergency bunker.
13. High wind design for systems and building envelope.
14. High efficiency chilled water cooling.
15. State of the art fiber-fed Information Technology.

### **Wellness Center Phase I**

1. Occupancy sensors for all rooms and public spaces.
2. Daylight supplementation of larger spaces.
3. Shading devices for the building.
4. High impact double glazing at the perimeter.
5. High efficiency chilled water cooling.
6. Polished concrete floors for public spaces.
7. Automatic controllers for all toilet facilities.
8. High wind design for systems and building envelope.
9. State of the art fiber-fed Information Technology.

### **Resident Housing**

1. Daylight supplementation of larger spaces.
2. Shading devices for the building.
3. High efficiency chilled water cooling.
4. Automatic controllers for all toilet facilities.
5. High wind design for systems and building envelope.
6. State of the art fiber-fed Information Technology.
7. Wireless technology for all rooms.

### **Campus Control Center**

1. High efficiency magnetic chillers.
2. Supplemental redundancy for chillers.
3. Remote monitoring and controls for all campus systems, in the Network Operating Center.
4. High efficiency chilled water cooling.
5. State of the art water cooling tower.
6. Separate unit for the data center cooling, to accommodate heat gain.
7. High wind design for systems and building envelope.
8. State of the art fiber-fed Information Technology.

**Site**

1. Collection and reuse of storm waters for irrigation.
2. Low energy LED lighting throughout the campus.
3. Cellular visitor parking kiosks with cell phone connectivity wireless.
4. Emergency phones with cell phone connectivity wireless.
5. Natural Florida vegetation and selective removal of existing undergrowth.
6. Low emissivity irrigation systems, drip irrigation.
7. (Future grey water supplementation of ponds.)

**Admissions Building**

1. Low energy point of use lighting.
2. Natural daylighting to supplement energy use.
3. Low energy use cooling system.
4. Open data room to disperse heat gain.
5. High wind design for systems and building envelope.
6. State of the art fiber-fed Information Technology.



## **Florida State University Efficiencies August, 2014**

For the second year in a row, US News & World Report has ranked Florida State University as the most efficient university in the country in delivering a quality education. Below, please find a small sample of implemented efficiencies and others currently under review.

### **I. Identify academic & administrative efficiency initiatives that are continuing or have been implemented during the past year.**

The campus continues to focus on opportunities to reduce overhead expenses.

Departments continue to increase electronic communications and interactive websites for more effective messaging as well as reduced cost of printing and mailing.

Many offices are converting manual processes to secure on-line formats.

Many departments are instituting the digitization of records for storage of internal records to reduce the amount of space and maintenance required for paper files.

Identify and pursue implementation of efficiencies for Seminole Golf Club operations that preserve the quality of the course, including course maintenance, pricing, the pro shop, and the restaurant.

### **II. Identify new efficiency initiatives that are underway or are being contemplated, along with potential cost savings.**

Consolidate various decentralized services and resources under a centralized model.

Review and enhance utility optimization and efficiency throughout campus.

Move to a stipend model to enable employees to obtain cellular and data services required to support university operations.

Academic departments will continue to seek new funding opportunities and establish new relationships with funding agencies and international collaborators in order to gain more soft money contracts and reduce reliance on state-appropriated support.

Additional academic departments are transitioning graduate degree program applications to an online format in order to streamline the application process, cut down on labor needed to respond to queries, and reduce processing time.



## New College of Florida Efficiencies 2013-14

New College continually looks for new efficiency opportunities and frequently reviews current operations and procedures in an effort to improve campus wide operations. A prime example of a long standing operational efficiency involves sharing operating costs for the following academic and administrative support functions with USF Sarasota-Manatee, whose campus is immediately adjacent to the College's campus: Jane Bancroft Cook Library, Student Counseling and Wellness Center, Police Services, and Campus Bookstore Services. In another shared services function, the College and FSU Ringling Museum of Art have co-located their chiller plants in the same facility, providing each other with back up chilled water capacity and other benefits. Also, the College contracts with FSU for Building Code Administration Services. **Examples of recent efficiencies achieved, underway or planned during FY 2013-14 include:**

### **Institutional Collaboration**

- ✓ Top leaders at Eckerd College, FSU Ringling Museum of Art, Ringling College of Art and Design, State College of Florida, the University of South Florida, Sarasota-Manatee and New College of Florida have formalized a consortium to consider ways these institutions might collaborate on various academic and administrative projects aimed at broadening academic opportunities for students, inventorying administrative and academic strengths of the various institutions and identifying possible areas where shared services or resources may enhance effectiveness as well as efficiencies. During 2014-15, the group (The Consortium of Colleges on the Cultural Coast) plans to actively involve their academic and administrative leaders in working together on projects including, but not limited to, coordinating shared training opportunities in areas such as Title IX and discrimination, fraud detection & prevention, and law enforcement "active shooter" training. The group also plans to focus on emergency response planning/communications, collaboration on international admissions and study abroad opportunities, student leadership training, and student health & wellness and campus life programming opportunities.

### **Energy and Facilities Management**

- ✓ Progress continues to be made in reducing consumption of purchased utilities (electricity, natural gas, water and sewer) despite increasing per unit costs. As funds permit, we continue to add buildings to our electronic campus-wide energy management system and retrofit buildings with more efficient HVAC, lighting, window and roof systems.
- ✓ Based on background provided in a Florida Tax Watch Briefing on a federal tax incentive program (Section 179D) for implementing energy efficiency enhancements in new buildings or through retrofitting old buildings plus previous work accomplished by UF, FSU, USF and UCF, the College worked with its contractors to apply for federal

rebates. The projected net share of refunds the College hopes to receive totals in excess of \$60,000.

- ✓ Continued to take advantage of owner direct purchases for equipment and materials supporting capital construction projects, yielding sales tax savings of \$25,630 in FY 13-14.
- ✓ Maintenance staff is now using tablets to communicate in the field with the work order system, improving communication accuracy and timeliness in responding to maintenance requests.
- ✓ In August 2014 a new trash and recycling program will be implemented campus wide that will increase the amount of recyclables generated and reduce the amount of staff labor needed to manage the program. Annual savings in vendor costs alone are projected to total over \$6,000.
- ✓ Changed the campus flooring standard from vinyl composition tile which requires regular stripping and waxing to maintain to a no wax vinyl plank flooring material designed with a much lower life cycle maintenance cost.

### **Business Operations and Outsourced Services**

- ✓ Reports from the shared Barnes & Noble bookstore contract managed by USF Sarasota-Manatee indicate students' increasing use of textbook rentals and digital textbooks during the academic year increased from 17.8% of total dollar sales in academic year 2012-13 to 33.7% of total dollar sales in academic year 2013-14, yielding students significant savings when compared to purchases of new and used textbooks.
- ✓ Increased on-line tuition & fee payments by 8% over the prior year. This improved cash flow and lessened the collections work load.
- ✓ Completed competitive selection of a new food service provider aimed at improved service delivery, improved food quality and significant new capital investment to enhance dining facilities.
- ✓ Streamlined processes to collect demographic and financial data used in the development of Admissions and Financial Aid reports, resulting in staff time savings totaling over 500 hrs. annually.
- ✓ Restructured advertising and marketing contracts and brought certain advertising design services in-house saving an estimated \$21,000 annually.
- ✓ Took advantage of a co-op agreement to restructure campus copier services, lowering costs and providing enhanced services.
- ✓ Implemented a car sharing program allowing students the flexibility and freedom a car provides while eliminating the financial burden of owning a car. Drivers as young as 18 can sign up online, reserve a car and use it for as little as \$4.95 per hour.

### **Automation**

- ✓ Created an electronic transcript and implemented electronic delivery of transcripts to reduce processing and staff time, saving at least 100 labor hours annually.
- ✓ Continued to convert items in Admission's communication plan for prospective students from print mail to e-mail, resulting in additional postage savings.
- ✓ Implemented online review of student application files to increase staff productivity and enhance protection of confidential data
- ✓ Installed a new automated campus housing room assignment system, reducing the amount of staff time needed for such tasks and providing students a more convenient way to submit room assignment requests.



## University of Central University Efficiencies August 2014

### **Identify efficiencies made, underway, or planned, including specific improvements or cost savings.**

UCF saved \$4.2 million in energy costs in 2013/14 by generating electricity through the campus combined heat and power plant, on-going commissioning and automation management (processes to ensure operational optimization), and capital replacement. Since its base year of 2005/06 source energy has been reduced by 37 percent yielding cost savings of over \$13.5 million. UCF participated in Duke Energy's Energy Cost Recovery rebate program, yielding \$180,000 in electrical utility rebates. All Metal Halide lighting (175 watts) in two garages was replaced with 90-watt LED lights, providing the potential to save the university 45 percent in energy costs for these structures.

UCF's landscape and natural resource department saved the university more than \$140,000 by providing in-house compliance services for wetland mitigation and storm water management required by St. Johns River Water Management District and Department of Environmental Protection.

An estimated \$3.1 million was saved by directing departments to best procurement methods and emphasizing the use of pre-existing contracts, direct owner purchase program and principles of competition. UCF awarded the State University System shared services' multimedia equipment contract resulting in an anticipated average discount of over 18 percent. UCF alone anticipates saving \$1.0 million over a two-year period. Purchasing Card expenditures were increased by \$4.5 million, a 15 percent year-over-year increase. This eliminated the issuance of ACH and check payments and allowed vendors to receive their funds more efficiently, as well as increasing rebates to the university by \$72,000.

UCF's tax director served as a member of the National Association of College and University Business Officers (NACUBO) Tax Council, presenting at two conferences and assisting with a webcast on the tax ramifications of the U.S. House Ways and Means Committee tax reform draft. He was also asked to travel to Washington D.C. to meet with Senate Finance Committee staff to discuss the IRS Form 1098-T, Tuition Statement. During the year UCF obtained a waiver from the IRS of \$58,000 in proposed tax penalties related to Form 1098-T by effectively demonstrating compliance with the tax code. NACUBO adopted UCF's response to the IRS as a template for all NACUBO members to use when responding to similar notices received by their university.

UCF redesigned reports for the Division of Retirement which ensured proper service credit for UCF employees and reduced the number of errors. Also, by adjusting the dates for which departments must pay higher DROP contribution rates UCF saved \$87,000 in participant's pay outs.

A new six and a half year student transportation contract began in January 2014. Total savings of \$2.4 million are expected over the contract term.



**University of Florida  
Efficiencies  
August, 2014**

**I. Identify academic & administrative efficiency initiatives that are continuing or have been implemented during the past year.**

The response of the University of Florida is presented by its different divisions.

**Academic Affairs**

**Online promotion and tenure.** This project is now being implemented campus-wide. Since submitted on the UF list of efficiencies last year, this project has been recognized for the following two awards:

- 1) **The Prudential Productivity Award** - A joint effort of the Florida TaxWatch, the Florida Council of 100, and the State of Florida, the Prudential Productivity Awards are presented annually to honor state government employees throughout Florida who have significantly increased productivity in delivering state services and products.
- 2) **An Innovation Award from the national College and University Professional Association of Human Resources (CUPA)** - CUPA is the national organization for human resources within higher education. UF was only one of three institutions to be presented with an annual HR Innovation award. This award recognizes innovative thinking in higher education HR related to the institution's development of a new and innovative HR model that can be easily adapted and emulated on other campuses.

**Academic Activities System** redesign and automation of faculty activity reporting. A new Academic Activities reporting system (AAR) is near completion, with implementation scheduled for Fall 2014. This system will create a more streamlined approach to the collection and reporting of

instructional activities for faculty. By capturing information directly from administrative systems, units will avoid redundancy in data entry and improve the accuracy of both state and federal grant reporting.

**The ground floor of the Marston Science Library** has been renovated into a 26,000 square foot state-of the-art student study center that will open in August. This was done by consolidating library materials into the Smathers Library and into a SUS shared library storage facility located in Gainesville.

## **Financial Office**

### Automation of Budget System

Implementation of a new budget system. This single system allows units to review prior year budgets, revenues, and expenses, making it easier to project their revenues and expenses for the upcoming budget year. The old system only handled state appropriations due to that system's limitations and all other funds had to be reported using spreadsheets which lent itself to inaccurate reporting of revenues and expenses resulting in many hours of manual adjustments to correct the data.

### Administrative Support to Florida Polytechnic University

In its continued efforts to improve administrative efficiencies throughout the State University System, the University of Florida continues to provide administrative support to Florida Polytechnic University during fiscal year 2013-14. The University of Florida provides "back office" support for all human resources, payroll, accounting and reporting, banking, collections, purchasing, Pcard, disbursement, asset management, and construction accounting services for Florida Polytechnic University and its Foundation. This support has enabled Florida Polytechnic to focus on getting its campus up and running and to meet the legislative mandates established for it.

### Direct Deposits

Steps have been taken to automate the processing of direct deposit information for new employees. The process allows the new employee to enter the information during the onboarding (hiring) process. This process helps maintain a high level of participation in electronic payroll deposits and minimizes creating paper checks. An automated process was also developed to inactivate direct deposits for employees twelve months after termination. Both of these processes

were previously manual and required several staff and numerous hours of time on a daily basis to complete.

## **Office of Human Resources**

**Benefits Administration.** In order to better manage eligibility, enrollment, and on-going maintenance of benefit plans for employees, UF implemented the Oracle PeopleSoft Benefits Administration (Ben Admin) module in May 2014. (The BenAdmin project launched in July 2013.) This module automates benefits eligibility and termination processing as well as reduces manual and labor-intensive processes previously required. In addition to improving how benefits are administered, the BenAdmin project also provides self-service functionality for UF-sponsored benefits (new enrollment, maintenance for qualifying events, and during the open enrollment period).

## **Information Technology**

- Starting in July 2013, UFIT deployed HiPerGator to consolidate high-performance computing and data analytics on equipment operated in a new, secure, energy efficient data center. Faculty throughout the University acquired shares of this infrastructure totaling \$796,000. These funds would otherwise have been spent buying equipment like desktop-computer-farms placed on racks in labs thereby increasing management overhead, security risks, and making energy management of buildings difficult and sometimes impossible.
- End user software licensing costs in the amount of \$5,407,797 were avoided during FY 2013-14. This was achieved through the negotiation of software licenses rather than direct purchases at standard discounted prices for education.
- Network staff was reorganized to minimize mid-level managers and save \$90,000 per year.
- A redundant wireless network system was implemented that will save \$55,000 in additional license costs per year. Replacement battery trays for distributed backup power systems are built with an in-house process that saves \$60,000 per year.
- The “Virtualize First” approach used when deploying new systems/services resulted in a cost avoidance of over ~\$700,000. About 96% of the enterprise systems at UF are virtualized.

- Outsourced student email to Microsoft's Office365 cloud service improved student email user experience and efficiency, while reducing recurring costs to near zero, and avoiding ongoing upgrade costs of approximately \$400,000 every four years.
- Microsoft's OneDrive was implemented for faculty, staff, and students providing a free but high-value and secure cloud storage service. This avoided the costs to provide a similar service internally and avoids insecure services like Dropbox. Savings will likely reach well over \$1,000,000 in the coming years.
- A database hosting service allowed consolidation of 43 MS SQL databases resulting in a cost avoidance of nearly \$1,000,000 in licensing fees.
- A VMWare 5-year Enterprise Usage Agreement was negotiated resulting in a total savings of \$1,064,000 over five years (or, \$212,800/year) with significant savings in year six and beyond.
- An Online Promotion and Tenure workflow system for the faculty annual promotion and tenure process was implemented. This project focused on time and energy savings and improves sustainability by reducing the use of paper. This resulted in paper savings of 448,500 pages @ \$0.15 each totaling \$67,275 in paper savings. Paper review, format, and copying that took an average of ten hours per week per packet for four weeks is now taking an average two hours per week per packet for four weeks generating \$176,640 in staffing savings.
- myInvestiGator was implemented to manage research project portfolios, project details and transactions details for over 7,000 active research projects. Since the University of Florida launched the new online tool to track its nearly \$700 million in annual research funding, biologists, historians, geneticists and philosophers can be more focused on research. Before myInvestiGator, staff would have to prepare 168,000 tailored reports per year for faculty Principal Investigators. The salary to produce the reports was approximately \$5,040,000.
- An automated process was developed and implemented in myUFL that allows non-UF employees access to training. The automation eliminated the need for manual completion of an electronic form. This now allows certain large groups of UF-affiliated users to have automatic access to training enrollment and completion. By switching from electronic forms to an automated solution, Human Resource staff saved 463 hours a year processing forms.

- Standardized desktop configurations were adopted, allowing for volume discounts resulting in savings of \$1,000,025.

## **Division of Business Affairs**

### **Business Services**

- Completed UF Waste Stream contract for a campus-wide waste solution.
- Coordinated installation of credit card and Gator 1 Card acceptance readers on campus vending machines. All Pepsi vending machines now utilize the Verizon wireless network for a more efficient transaction success rate.
- Awarded \$10,000 grants to four winners of Pepsi's Gator Green Contest for their ideas on how to engage UF students in community service activities.

### **Gator Dining**

- Enhanced the residential dining experience by expanding the number of secondary retail locations accepting meal plan swipes. Meal plans are now accepted at ten locations across campus including the two residential dining centers and several national brand locations.
- For the second year in a row, Gator Dining and Pepsi partnered with Dr Pepper for a spring scholarship text-to-win promotion that provided three \$1,000 scholarships and one \$4,000 scholarship to UF students.
- UF/Gator Dining came in first place as the Most Vegan-Friendly Large American College in the United States; a competition sponsored by PETA2.com.
- Rawlings Subway and P.O.D. Market were featured in On Campus Hospitality in the September 2013 issue.
- Moe's @ UF was featured in the November 2013 issue of QSR Magazine.
- Gator Dining Services implemented a "Healthy for Life™" health and wellness program in the dining halls. The program strives to enable, educate, encourage and engage students on healthy eating options in campus dining facilities to build a stronger, healthier and well-informed community.
- This was the first year to introduce a Marching Band Meal Plan to 350 members. They will have an opportunity to purchase a 25 Block Meal Plan with \$50 Flex Bucks, and a Saturday, home game catered meal package for the 2014 season.

- Gator Dining began composting pre-consumer food waste at The Fresh Food Company, Classic Fare Catering, and the Arredondo Room in February 2013 and Gator Corner in March 2013, and began composting pre-consumer waste at all locations in the Reitz Union in February 2013. Currently diverting approximately one ton of food waste per day from the landfill between all locations.
- Awarded the 'First Runner Up' for an AASHE (Association for the Advancement of Sustainability in Higher Education) "Campus Sustainability Case Study Award" based on the initiative to eliminate foam products and plastic bags from dining facilities.
- Won the University of Florida's "Champions for Change Award" in the Health and Wellness category for our Healthy for Life™ program.
- Striving to add new, local vendors when feasible. Added a new local vendor to our convenience stores, Hyppo Gourmet Ice Pops, out of St. Augustine, Florida.
- Partnered with Alachua School system and tabled food from local farms for elementary school students.
- Business Services Division added two new dishwashers. Water usage for one was reduced by 1/3 and the other by 2/3.

### **Apple Service Center**

- Developed billing reconciliation system to better track repairs and billing processes.

### **ID Card Services**

- Continued efforts with Enrollment Management to provide robust and efficient processes to handle the new UF Online cohorts.
- Developed a strategic plan to improve the customer experience focusing on quality, friendliness, and service.

### **Mail & Document Services**

- Increased the volume of U.S. Passport applications approximately 14% by continuing an advertising campaign of Mail, Document, and Passport Services in The Alligator, Campus Talk Magazine, The Gator Locator, Gator Bucks, and Gator Greenbacks.

- Purchased two new mail vehicles to continue the ongoing process of upgrading the mail vehicular fleet to more fuel efficient vehicles.
- Purchased a new hand-held “package tracking” system in order to increase the efficiency of tracking for both departmental and student mail/parcels.
- Offered training seminar to UF departments on Mail Services and cost saving initiatives.

### **UF Bookstores**

- In April 2014, a new contract for UF Bookstores was finalized and signed by the University of Florida and Follett extending the contractual relationship until June 30, 2025 with an automatic 3-year renewal.
- In FY 2013-2014, UF students saved \$1,257,623. The IncludedED program that uses a fee for a textbook was initiated in Fall 2013. The texts are digital and loaded into the university’s Learning Management System, ensuring students have the course materials the first day of class. Total savings to students in this program was \$246,750 (compared to the cost of the text used the previous semester). UF students saved an additional \$1,010,873 by purchasing and selling back their textbooks at UF Bookstores.
  - GEB3373 fall enrollment was 598 students; spring enrollment was 602 students. Each student saved \$174 per text.
  - CHM1083 fall enrollment was 39 students; spring enrollment was 36 students. Each student saved \$110 per text.
  - MAN3025 summer enrollment was 309 students. Each student saved \$100 per text.
  - Students saved \$19,961 on the 1<sup>st</sup> Day of Class Sale for Fall 2013.
  - Students saved \$247,668 purchasing used texts.
  - Students saved \$570,146 by renting their textbooks.
  - Students received \$174,363 through book buyback.

### **Transportation and Parking Services**

- TAPS completed lighting retrofit projects in Garages 1, 2 and 3, installing new energy efficient light systems to reduce energy consumption and utility expenses. Estimated savings in both energy consumption and utility expenses are between 30-45%.
- TAPS completed and opened the new bus shelter and resurfaced plaza at the Hub in August 2013.

- TAPS deployed the new cling decal to faculty and staff in May of 2013. This sustainability initiative eliminates the use of plastic display devices and large mailers. The projected savings in postage and plastic is \$50,000 annually.
- Completed an engineering inspection of all garages by Walker Parking Restoration, and continuing TAPS' investment in the Assets Management and Capital Improvement Program to ensure the structural integrity and safe conditions in 13 campus parking garages.
- Completed a faculty and staff customer satisfaction survey in June 2014 following the parking decal renewal period.

### **Stephen C. O'Connell Center**

- Replaced 65 Natatorium lighting ballasts and improved daily scheduling efficiencies. The new lighting ballasts have dimming capability and lighting levels vary based on improved scheduling and "daylight sensors" that will dim the lights based on sunlight levels reaching the pool. There is an expected annual savings of more than \$5,000.

### **Physical Plant Division**

*\*Original efficiency goal is in italics.*

- *Increase efficiencies in Waste Collection.*
  - We have been reviewing waste collection summer routes on campus by auditing the fullness of containers as they are picked up and will also be auditing routes during the 2014 fall term when the campus is in full operation. We have also been investigating new software that will assist with routing efficiencies and contain GPS-type capabilities in order to track equipment effectiveness. In addition, we will be reworking the recycle yard to assist in more efficient access to different types of recycle containers. This will allow those who dispose of waste more options in how they sort the materials they are disposing of.
- *Conversion of existing waste collection infrastructure to recycling cans to save costs for new bins.*
  - The program to convert outdoor waste receptacles into recycle stations has thus far resulted in 1,003 stand-alone two to three tier trash and recycling bins. This exceeded the original goal of 800 stations by 203 locations.

- *An Invitation to Negotiate has been in process for all waste streams at UF and Shands. This contract will reduce the cost for service as well as meet the university's goal for waste reduction.*
  - *The contract with Waste Corporation of America (WCA) started in late 2013 and continues to expand. To date, we have converted all clean mixed paper and cardboard pick up over to their operations. In February 2014 WCA began collecting food waste from three dining locations and transporting it to Watsons Composting. In June of 2014 WCA began collecting waste data via an internal bar coding application. This will give us the ability to adjust collections based on volume and reduce collection costs. In addition, WCA has partnered with Dr. Townsend, a professor in the Department of Environmental Engineering Sciences at UF, to conduct a new waste audit. The results of this audit will be available in early fall of 2014. This data will help us establish direction for future endeavors in our Waste Reduction program.*
  
- *High Performance Work Teams pilots were implemented in three distinct campus situations. These unique groups were formed to work as autonomous units, providing custodial and basic building maintenance services as a team. One team is in an area of high student traffic comprised of many classrooms and offices. A second team is in an area with a high concentration of research related-activities. The third is in a new facility designed for business and professional occupants, known as the Innovation Hub. Overall cost savings have resulted while delivering improved customer service to customers.*
  - *The High Performance Work Teams (HPWT) have continued to be successful and have continued to receive accolades about improved response time and the quality of work provided. Consideration is being given to expansion of the program to an additional building group which could begin implementation during the 2014-2015 fiscal year.*
  
- *Chilled Water Plant Optimization. Since 2008 PPD has been implementing an initiative to optimize and better integrate the campus district chilled water system. The system is comprised of ten interconnected plants of varying capacities which produce approximately 119,000,000 ton-hours of chilled water in support of approximately 13,000,000 GSF. Implementation of Direct Digital Control has enabled real-time management of the systems via programmable algorithms. Significant mechanical alterations, upgrades, and renovations were necessary prior to control implementation. Although not complete, this initiative has already resulted in a 17% improvement in plant efficiency (saving approximately \$1,900,000 per*

year). *Substantial additional savings are anticipated as control systems are fully installed and the plants are further optimized.*

- During FY 2013-2014, Chilled Water operational efficiency improved by 1.65% which increased cost avoidance by \$357,000 from annual cost avoidances recognized in the previous year. As work progresses to upgrade the plants and optimize system operations, including additional commissioning projects, additional improvements in chilled water efficiencies cost avoidances will be obtained. Key focus areas moving forward include: Condenser Water Flow and Cooling Tower Optimization, enhanced Chiller Sequencing, and real-time Chiller Plant Energy Dashboards and infrastructure replacements to extend the life of the equipment.
- *Building Re-commissioning, UF's building re-commissioning program, which was implemented on approximately 23% of campus square footage, was cautiously projected to save \$600,000 annually. The FY2013-2014 annual cost avoidance from this endeavor was \$627,830 with \$3,400,000 in total cost avoidance to date. This process affected mostly building mechanical equipment, reduced electrical consumption by 2.3% and chilled water consumption by 9.2%. Additional cost saving measures are also being implemented including T-12 lighting retrofits with T-8, occupancy sensors to control lighting and /or HVAC systems and replacing low SEER Dx units with higher SEER units.*
  - During FY 2013-2014, initiatives completed included building automation and controls upgrades, HVAC system replacements, and optimization algorithms deployed in buildings to further extend the energy savings potential. Additionally, with the recent division reorganization, the Energy Controls staff will begin focusing on additional technology deployment and utilization to enhance energy savings.

### **Planning, Design & Construction**

- Continuation of the UF LEED Program standards governing all design and construction projects accomplished both "Platinum" and "Gold" certifications in 2013-14 and registration/tracking of an additional 15 projects that will ultimately realize savings in the use of chilled water, power, potable water, sanitary and sewage treatment as well as provide enhanced occupancy qualities.

- Building Information Model (BIM) templates, guidelines and protocols have been established and are actively in use with design and construction teams for major projects. Enhancements to the PD&C SharePoint system have been made to accommodate current and future electronic document storage and retrieval utilizing expanded CSI standards. These processes and improvements will enhance the efficiency of project closeout/facility turn over and provide for optimum access to completed as-built information, O & M manuals, warranties, equipment specifications, etc. Collectively, this will improve the ongoing life cycle operations, maintenance and subsequent renovation of the facilities.
- Continued pursuit of Duke Power rebates expanded in 2013-14 to include E & G projects. This expansion has resulted in a total rebate of \$88,000 from 31 minor projects (projects totaling \$2,000,000 and under).
- Measurement and verification of the LEED certified buildings to track performance, energy consumption and the reduction of CO2 emissions is under development. The resultant consumption/cost reports will be a tool to rate performance, estimate carbon footprint, set investment strategies and verify performance of LEED certified buildings.
- Continuous improvement of the UF Mentor-Protégé Initiative with the Division of Small Business & Vendor Diversity Relations has proven successful in bringing together large business entities to mentor small businesses on process, marketing and financial management. PD&C provides training sessions on Sustainability, contracts, proposal preparation, BIM and document preparation to assist small businesses in the development of their firms.

#### **Small Business & Vendor Diversity Relations**

- Utilizes an on-line database for registration of small businesses with UF.
- Utilizes on-line registration system for registering of attendees and exhibitors for Annual Trade Fair & Conference event.
- Uses electronic mailings for notifications regarding workshops, networking sessions and other events hosted by the division.

- Participates in campus recycling program by recycling of paper products, cans and bottles for the office and as part of the university's waste reduction program.
- Instituted use of social media as an on-line platform for advertising, promoting and informing our customer base and various audiences.

### **Office of Sustainability**

- The Office of Sustainability, University Athletic Association, and Waste Corporation of America established a partnership to increase the waste diversion rate inside Ben Hill Griffin Stadium during home football games. As a result, the waste diversion rate increased from 28% to 78% by the last game of the 2013 season, with no increase in core staffing.
- Through a collaboration with the Office of Sustainability, Gator Dining Services and Waste Corporation of America, in early 2014 Gator Corner and Fresh Food Co. began collecting pre- and post-consumer food waste for compost, and the Reitz Union began collecting pre-consumer food waste. As a result, more than 50,000 pounds of food waste have been diverted from the landfill.
- The annual Campus Collection Day saw increased traffic from students, faculty and staff who participated by donating unwanted goods and/or properly disposing of household hazardous waste, electronic waste, and other items.

### **University Police Department**

- The UFPD has been working with its police records management vendor to develop enhancements that would decrease the amount of resources associated with the reproduction and processing of police records mandated for use by other criminal justice agencies. This workload consumed almost an entire FTE and thousands of pages worth of associated paper and ink. Recent enhancements have now enabled the department to fully realize its goal and as a result eliminated a Senior Secretary position within the Records Section of the department and are providing most all copies of documents to other agencies in electronic form. The annual savings from this reduction is approximately \$44,000.
- UFPD has been systematically replacing all of its Ford Crown Victoria marked patrol vehicles with more fuel efficient makes/models. By the end of the 2014 fiscal year UFPD had replaced all but two of these vehicles with the

more fuel efficient Ford Explorer Police Interceptor. It is planned that the final two Ford Crown Victoria cruisers will be replaced in the current fiscal year. Based on the most recent fuel consumption data provided by the manufacturer, the Ford Explorer PI averages approximately 20% better gas mileage than the Crown Victoria. This represents an approximate reduction in annual fuel consumption of 450 gallons per vehicle, which currently equates to an annual savings of approximately \$16,000.

## **II. Identify new efficiency initiatives that are underway or are being contemplated, along with potential cost savings.**

### **Financial Office**

#### PrintSmart

This is a campus-wide initiative to optimize print-output devices (copier, printers and fax machines). The University is moving to a model of paying per print only, having no equipment purchase, lease, maintenance or toner costs. As of June 2014, 46 percent (of 600 units) have approved their unit's design and 35 percent have implemented new devices and print systems for their area. Current projected savings are \$84,000 per month, annualized to over a million dollars a year. Project completion is projected for Spring or Winter 2015.

#### Service Innovation: UF Collaborative for Operational Excellence

UF's administrative units are working together to identify and implement innovative, easy-to-use improvements for administrative services to more effectively support UF faculty, students and staff. This collaborative will work together to support alignment, coordination and communication across all the various improvement initiatives in the various administrative areas.

#### Business Process Improvement Office (BPIO)

The University of Florida is committed to continuous process improvement, and has initiated the development of a Business Process Improvement Office. The BPIO will work hand in hand with campus units and directly with the central core offices, to identify issues at both levels. The BPIO will be an active participant in all administrative activities, and a catalyst in effecting change and improvement to any process, with the target goal to make it easier for faculty and staff to focus on the core missions of education, research, and service.

### myUF Payment Solutions

Effective March 1, 2014, the University of Florida automated and centralized the accounts payable function to remove paper, eliminate costs and improve efficiencies in the Accounts Payable business process. The University moved from the previously decentralized AP business process to a centralized invoice receipt and processing solution. This solution was implemented to address the costs and overhead associated with the decentralized manual processing of large numbers of invoices. The solution provides for centralized invoice receipt, electronic submission and capture of invoices, smart routing of invoices based on captured data, automated invoice matching, systemic controls consistent with UF's approval policies, integration with UF's myUFL financial system and electronic payment solutions. The Implementation of this new solution significantly reduces costs at the department level and supports the effective and efficient operations of the University in support of its missions of teaching, research, and service.

### **Office of Human Resources**

**myTraining.** The University of Florida and UF Health Shands are developing a new integrated training management system for faculty and staff. The shared "myTraining" portal will launch in the fall of 2014. Along with managing the training records of employees of both organizations, the "one-stop" portal will enable faculty and staff to view training schedules, register for professional and required classes, and complete online training. Expected outcomes include increased efficiency, ease of use, and enhanced offerings because myTraining will:

- Communicate training requirements more easily and improve compliance
- Easily enroll those inside – and outside – both UF and UF Health Shands, eliminating "work-around" processes to accommodate individuals who are not employees, but who are required to access these resources (e.g., volunteers, students)
- Enable employees at both organizations to access the same training
- Simplify access to training records and reports
- Integrate training records from each organization's former system

**On Target Classification Project.** The Office of Human Resources has launched a comprehensive review of UF's TEAMS classification titles to ensure they are meaningful and accurate, with clear career paths. This project represents the first comprehensive review and update of the UF staff classification system since the State of Florida restructured staff classifications in the early 1990s. When implemented, the "UF On Target Classification Project" will enhance overall efficiency by:

- Providing TEAMS employees with more meaningful job titles that reflect what they do
- Establishing clearer career paths and potential promotional opportunities through logical job groupings
- Enabling UF to align training and development plans with job classifications to better help employees get the training they need
- Allowing for more meaningful performance evaluations tied to the jobs being performed
- Helping recruit great candidates when jobs are vacant because qualified applicants will more readily understand what our job titles mean

While the "On Target" project has begun, it is not expected that staff employees will transition to the new classification structure until fall 2014 through spring 2015. A pilot project for information technology positions was completed this year.

## **Information Technology**

- Renegotiating software contract with a major vendor that will reduce license costs by \$900,000 over the next five years.
- Internet Peering continues to expand, and that currently results in \$312,000 of cost avoidance per year.
- Providing a central license management service that reduces the need for resources and decreases management overhead resulting from inefficient fragmented software agreements or purchases.
- Implementing a common service management tool for central and distributed IT to track requests, incidents, system changes and

configurations. This will consolidate previous systems and create a single process facing users of technology across campus. Savings from system consolidation will be as much as \$100,000 per year while savings from improved end user efficiency to track IT requests will affect every faculty, student and staff member across campus.

- Implementing One.UF, a single portal for all UF self-service functions allowing faculty, staff and students to go to one place to interact with all the university's most common IT services. This will greatly reduce the time required of end users to learn about every individual application and give them a mobile, efficient interface. This is one of the most requested improvements in faculty and student focus groups.
- Implementing Endpoint Management, a single technology suite intended to replace and consolidate numerous point solutions currently used to manage desktop computers, laptops, servers and mobile devices. This will have impact in many areas including: reducing utility consumption by computer workstations, improving security, reducing support costs by streamlining computer management tasks, simplifying management of computers and devices, and improving the user experience.
- A secure infrastructure called GatorVault is being built that will offer the researchers at UF the ability to store protected health information (PHI) and other restricted data and process it with modern high-performance computation and data analytics tools. This will simplify the Institutional Review Board (IRB) review process, allowing researchers to perform analysis and computations heretofore impossible, and greatly reduce the risk to the university that data will be released or exposed without proper authorization. Since many research projects now operate special servers to handle PHI data, this will bring cost savings to many grants, estimated at multiple \$100,000. In addition the reduced risk will reduce the number of fines resulting from data breaches. These fines run in the multiple million dollars.

## **Division of Business Affairs**

### **Business Services**

- A new Pepsi telemetry program is being tested on the UF campus to improve product availability, machine up-time, and route delivery efficiencies.

- Implementing a two-tiered pricing strategy for snack vending. All machines will offer a \$.10 discount on cash and Gator 1 Card transactions saving customers an estimated \$90,000 in 2014-2015.

### **Gator Dining Services**

- Implemented new processes to allow all students to take advantage of tax law changes effective July 1, 2014 exempting meal plans from sales tax (saving approximately \$90-\$100 off each meal plan). This change will save our students close to \$500,000 for 2014-15.
- Developing a Post-Consumer composting pilot program in the Reitz Union with expected reduction in landfill waste of 90%.
- Expanding the pre-consumer composting program to Health Science Center with expected reduction in landfill waste of 90%.
- Aramark has committed to source all of its seafood from sustainable sources in accordance with the Monterey Bay Aquarium's Seafood Watch Program Guidelines by 2018.

### **Transportation and Parking Services**

- TAPS will complete lighting retrofit projects in Garages 11 and 12 during 2014-15 to install new energy efficient light systems to reduce energy consumption and utility expenses. Estimated savings in both energy consumption and utility expenses are between 30-45%.
- TAPS will introduce the new cling decal to students in August 2014 following the successful launch of the new program to faculty and staff for the 2013-14 decal year. This sustainability initiative eliminates the use of plastic display devices and large mailers. The projected savings in postage and plastic is \$50,000 annually.

### **Physical Plant Division**

- Begin collection of food waste at dining facilities and convert organic material into compost.
  - Collections of food waste began in conjunction with 2013 football events and on campus in February of 2014. We worked with our waste partner WCA to have this material transported to a local compost facility. Beginning February 2014 until the fiscal year end on June 30<sup>th</sup> we collected 71.2 tons of food waste from the three dining halls. That, added to the 25.06 tons collected during the 2013 Football season, gave

us a total of 96.26 tons or 192,250 pounds. During FY 2014-2015, we will continue to work with Aramark and WCA to expand this program to other dining locations. We have been considering the development of the program with several other areas that include Krishna Lunch, Sorority Houses, UF Health, and UF Housing. We have also started the process of investigating paper towel collection in restroom locations.

- The addition of Construction and Demolition (C&D) Waste to the collection data.
  - For the past several years the collection of large project C&D waste has not been included in the UF waste stream data. We have been working with the Office of Sustainability and Planning, Design and Construction to begin tracking this waste data and including it in our reporting. We have also been exploring the possibility of collecting small project waste and including this data as well.
- Become the expert in waste diversion and recycling.
  - PPD has recently filled an open position in the Waste Reduction and Recycling department. This person will be our technical expert in identifying and leading us to waste reduction goals. We are also going to be partnering with Alachua County Solid Waste and Recycling group in order to form a waste reduction partnership.
- Develop Work Performance Metrics and Performance Indicators to continuously improve technical and managerial processes in order to minimize the life-cycle maintenance and repair costs and improve work order management and execution.
- In FY 2013-2014 the Building Services department contracted with Core Management Services consultants and asked to be benchmarked against peer institutions for comparisons as well as to help develop an absentee replacement strategy. Implementation of their recommendations will help to improve on the service we provide to our customers without negatively impacting our budget.

### **Planning, Design & Construction**

- In 2014, a new portal was introduced on the PD&C website to allow colleges/units to request renovations, remodeling, alterations, studies, concepts, estimates and other services. This new portal has improved the

turnaround of projects for the customer and centralized project requests via an online portal.

- Completed negotiations on two ESCO “performance contracts” for the Reitz Union and Dental Science Building to replace/upgrade chillers, lighting and air handling systems while paying for the improvements with guaranteed savings.
- The 179D federal Tax Rebate Program was implemented in 2013 and achieved its first shared rebate on the Biomedical Sciences Building of a net savings of \$31,000. There are currently ten additional projects being audited with the consultants and builders with expected rebates in 2014. The federal program is anticipated to be extended until 2016 for energy efficient designs.
- The 10-year campus master plan is well underway for 2015-2025 with anticipated hearing by the Board of Trustees in December 2014. Policies are being updated to streamline the review process & policies for mitigation of assets, such as trees, parking and conservation that are affected during construction, thereby saving design time and construction costs.
- Ongoing improvements in the management of the Quick Response Program, which has been expanded to include the Health Science Center, will allow for reduced costs through the use of small contractors and subcontractors, quicker turnaround time for the departments and quick payment through the departments to the subcontractor.

### **Office of Sustainability**

- The Office of Sustainability is in the process of developing and implementing a Green Office/Lab Certification program, which would: a) Provide offices/labs with initial feedback and information on improving energy efficiency and reducing environmental impact; b) Set forth voluntary guidelines and criteria for offices/labs to implement; c) Highlight best practices for operations and purchasing (i.e., utilizing the PrintSmart initiative); and d) Acknowledge and award Green Certification status to offices and labs that are working toward sustainable practices at the University of Florida.
- The Office of Sustainability is also interested in initiating an Occupant Behavioral Energy Awareness and Reduction program to increase building

efficiency across campus. Additionally, the Office will continue to identify areas of potential cost savings through transition of single-use containers to reusable models, both in dining halls and food establishments as well as offering sustainable, reusable items in 'supply vending' machines, similar to that of the O'Connell Center and Business Services models that have been outlined in the past.

- In an effort to reduce the expense of and demand for campus fleet vehicles, fleet vehicle parking, and fleet maintenance, the Office of Sustainability is currently engaged in the Beta phase of a departmental bike program. Outcomes, observations and feedback from the program may potentially serve as a foundation for a campus-wide bike rental or bike sharing program in the future.
- The Office of Sustainability plans to revisit and evaluate campus sustainability goals and initiatives to identify efficiencies in implementation of programs and pathways to greater campus operational sustainability. Similarly, the office will evaluate its ability to help centralize communication efforts that highlight and increase the visibility of campus-wide sustainability initiatives. The office is also in the process of streamlining and consolidating printed communications and marketing materials in an effort to decrease expenditures and reduce environmental impacts.



## University of North Florida Efficiencies

Listed below are some of the significant campus projects UNF has undertaken in the past few years to address the goals of cost-savings, increased efficiency of resources, and reduction in consumable energy.

- We realized a 20% reduction in water and sewer charges from FY 2013 to FY 2014; equating to \$93,000 in savings.
- Completed deployment of a mobile work management system. The deployment including placing approximately 5,000 QR codes around campus for use by staff in responding to or creating work orders. Staff can now open and close work orders in the field thereby eliminating time traveling back and forth to the shop and increasing time available to respond to service requests.
- Completed deployment of GPS based tracking system for fleet vehicles. Coincidentally, we have seen a 10% reduction in our fleet fuel expenditures
- With the recent signing of new contracts for snack and cold beverage vending, all vending machines on campus are brand new, energy efficient units. This resulted in an annual electric saving of over \$8,000.
- Over the previous few years we have outsourced or contracted out numerous services to recognize significant savings. These include:
  - 1) Postal Services were outsourced to a third-party vendor. As a result of this effort, mail pickup and delivery across campus has been increased to twice daily, a service level never before accomplished at UNF. This has created savings of over \$512,000 since inception.
  - 2) The Duplicating Services operation was closed and digital printing was outsourced. Under this program service levels remained at the already high levels being previously provided, however, the pricing to departments was reduced by approximately \$30,000 annually and the annual operating loss of approximately \$105,000 was eliminated. To date savings from this action have exceeded \$675,000.
- We continue to emphasize our commitment to "green" and sustainable facilities. Since 2005 we have built seven "green" buildings.
- Through centralized strategic sourcing of our contracts and purchases we have documented savings totaling \$853,922 for the current fiscal year.

- Within Information Technology we continue to utilize server virtualization which results in significant savings in power, cooling, networking and space requirements.
- We have created our first virtual lab for student and faculty use. This enables students and faculty to access their required systems for lab use anywhere at any time. Long term, this should enable us to be able to much more efficiently respond to student needs without the creation of expensive new physical lab and classroom space. This was made possible by working in cooperation with USF in licensing required software at a reduced price.
- Since 2002 we have outsourced the hosting of our ERP system as well as numerous other ancillary systems to the data center at USF. This resulted in savings both in staffing that didn't have to be created and hired, as well as, space and utilities, and ultimately leveraging their expertise in areas we didn't have or want to invest in.
- Moved or positioned several systems in the "cloud" resulting in reduction in costs for hardware and staff support. Examples include: student email, strategic planning software, contract management, and Help Desk software. A specific example of costs savings include over \$17,000 annually for our parking services system being moved to a hosted environment.
- Since 2003, we have been equity owners of Florida LambdaRail LLC, resulting in significant savings for commodity Internet and other high-end networking services.
- As affiliate members of the Sunshine State Education and Research Computing Alliance (SSERCA), UNF collaborates with other SUS and private universities in the state to obtain access to high performance computing platforms when and as needed.
- Secured as needed access to the Dive Safety officers and programs at UF to support faculty research.
- Outsourced building code enforcement to UF, forgoing costs associated with hiring staff to support this function.
- Departments continue to look for ways to utilize internal shared services. One example include the Herbert University Center and Fine Arts Center using internal university resources for marketing photos instead of external vendors. Annual savings for the single department were approximately \$2,000 per year.
- Business process was changed to provide better and more affordable service. Previously students only had the option to pay for a parking permit via credit card, check or Ozzie Bucks (campus cash). Students with financial aid were

required to wait to purchase a parking decal until they had liquid funds available which meant possibly losing out on the opportunity to purchase a premium parking space. This was causing distress for students and the Parking Services staff. By allowing students to put the cost on their student account, Parking Services is offering better service to the students. While there will be some loss of interest revenue due to later receipt of cash, the expense in merchant fees will reduce by approximately 40% (savings estimated at \$24,000 per year).

- Positions continue to be evaluated as they become vacant to ensure they are being used appropriately and efficiently.



## State University System Efficiencies

### University: USF System

#### **I. Identify academic & administrative efficiency initiatives that are continuing or have been implemented during the past year.**

- Environmental Health and Safety implemented an in-house asbestos testing program that resulted in a projected savings of \$15,000 in FY13-14.
- Through focused recruitment, increased AP vendor payments made via ACH electronic funds transfer by 82% and automated employee ACH enrollment for travel reimbursements. This saves office costs and labor required.
- USF designated Specialty Underwriters as its preferred vendor for equipment maintenance, saving approximately 18%.
- Utilization of “cloud” services to reduce costs of on-premises services. Projects include Microsoft Office 365, Box.net for storage and file sharing and migration to Canvas (USF’s hosted Learning Management System).
- In Sarasota, The leaders of USFSM, New College, FSU Ringling Museum, State College of Florida, Ringling College, and Eckerd College formed the Consortium of Colleges of the Cultural Coast to share resources. Among other collaborations, this led to HR directors using joint training for staff, specifically for Title IX.
- USFSP has created a new full-time position, Sustainability Coordinator, to work in all university areas to reduce greenhouse emissions by cutting back on energy use and reducing landfill flow. USFSP is working to bring its main campus parking facility to net zero energy by retrofitting LED motion-sensor lights, installing rooftop solar panels and installing a 100kW energy battery to best utilize stored energy.
- USFSP has also worked to equip police officers with bicycles on campus, saving fuel and maintenance costs associated with using other vehicles.

#### **II. Identify new efficiency initiatives that are underway or are being contemplated, along with potential cost savings.**

- Human Resources is implementing a document imaging solution for employee records, which will save \$20,000 - \$25,000 per year in storage (microfilming), improve availability of records, and assist in timely record management.
- Implemented the Orbitz-for-Business Travel Platform that will improve cost savings, optimize travel spend and standardize travel recordkeeping.
- Implemented automated feeds from admissions applications to OASIS, eliminating need for duplicated manual application entry by staff and/or applicants.



## State University System 2013-2014 Efficiencies Made, Underway or Planned

### University of West Florida: Division of Business Finance & Facilities

#### Facilities Development & Operations

Installed Light Emitting Diode (LED) to replace existing fluorescent: Replaced 126 light fixtures and 90 High Intensity Discharge light fixtures with energy efficient LED light fixtures. Estimated cost savings, \$50,000.

Installed Light Emitting Diode (LED) exterior lighting to replace existing metal halide: Replaced 22 existing metal halide parking lot fixtures. Estimated cost savings, \$13,000.

Reduced maintenance operating expense: Employed Other Personnel Services staff to perform pressure washing, pine straw harvesting, and pine straw bed cover installation in lieu of contracted services or full time staff. Estimated cost savings, \$4,500.

Revised and updated Standard Operating Procedure (S.O.P.) AES 2.001: To give clear direction to review group members regarding project review comments. The new procedure assists the project managers with an efficient and timely review for all project document submittals. Feb. 2014.

Installed light emitting diode (LED) lamps to replace high intensity discharge (HID) lamps: Projected annual electric utility savings is 127,000 kWh with an annual electric utility cost savings of \$11,000 with a 6.5-year payback.

Installed variable frequency drives (VFD) on chilled water pump motors: Projected annual electric utility savings is 715,800 kWh with an annual electric utility cost savings of \$62,000 with a 3.5-year payback.

Installed variable frequency drives (VFD) on air-handling unit fan motors: Projected annual electric utility savings is 1,360,850 kWh with an annual electric utility cost savings of \$122,000 with a 2.5-year payback.

Installed heating hot water condensing boilers to replace existing water tube boilers: Projected annual natural gas cost savings of \$42,000 with a 15-year payback.

Installed high efficiency heating hot water boiler burner to replace existing heating hot water boiler burner: Projected annual natural gas cost savings of \$21,000 with a 7.0-year payback.

### **UWF Business Enterprises, Inc. (B.E.I.)**

Converted to more efficient Point of Sales (POS) software: Converted POS software from IBS to JONAS. Enhanced reporting capabilities and allows for remote access for accounting team.

Replaced copy machine with no charge unit: Replaced copy machine and accompanying lease payment with a no charge copy machine. Resulted in savings of \$6,300 on an annual basis.

Installed limited access boxes around thermostats: Installed protective boxes around all thermostats in building to eliminate random changing of temperatures. Maintain cool at 74 and heat at 68. Resulted in annual utilities savings of \$13,200.

Renegotiated Brinks Armored Transportation Services agreement: Worked with contractor to consolidate pickup and deliveries and reduce fuel surcharge. Resulted in annual savings of \$2,020.

Renegotiated the Dining and Events Services contract: The new contract includes investments in a restaurant/retail parcel, which will result in a minimum guarantee of \$125k annually for Argonaut Village Restaurant Development with future rent percentage to be negotiated for each tenant.

### **Financial Services**

Decreased number of POs processed by 51 and increased PCard spend by \$1,178,442: Resulted in a \$181,144 rebate for FY13-14 which was a 13% increase over FY12-13 and created more efficiency in processing requests.

Changed the procedure for processing deductions for employees entering the DROP program: Eliminated the requirement to separately pay invoices for employees that enter DROP in the middle of a pay period.

Improved the employee refund process: Developed a process using a web application that programmatically updates employee deduction records, expediting processing of employee insurance refunds.

Centralized repository for business processes: University business processes associated with Banner Student have been documented in Confluence. All

business processes will ultimately be documented and stored in this common medium in a central location.

Transitioned to Banner Student Accounts Receivable: The successful conversion of account receivable balances occurred July 27 and is being fully implemented for the Fall 2014 semester. Implementation has been structured to meet university data reporting needs.

Transitioned to CashNet E-Market: The new system is providing a more efficient platform for the purchase of departmental goods and services.

### **Business & Auxiliary Services**

UWF Postal Services use of automated addressing and processing service: Saved departments \$21,447 over First-Class costs which is \$5,619 additional saving over FY12-13.

Negotiated a more favorable agreement with SMA, UWF's licensing partner: The three-year extension will provide the University with an additional 5% in commissions of the first \$25,000 in annual revenue.

UWF Bookstore text rental program expanded: In FY13-14 the program generated \$251,200 in savings to students of over purchasing new texts compared to \$218,000 in FY12-13, an increase of \$33,200 in savings.

UWF Bookstore digital course material expanded: The availability of digital course material was increased by more than 200 units over last year. In FY13-14 the digital text option provided more than \$24,000 in savings to students over purchasing new printed textbooks, compared to \$15,000 in FY12-13, an increase of \$9,000 in savings.

Received Board approval for a lower cost parking option: A new "remote lot" permit is priced at one-half of the lowest automobile permit price and will be valid for specific locations on the east side of campus. Shuttles will deliver students and staff from the remote lot to the core of campus. A benefit to the new option is that it will increase efficiency by opening parking spaces in the high traffic locations.

Purchased a GPS trolley tracking application: The app will allow riders to access trolley location and wait times in real time on smart-phones and other mobile devices. The app will allow for better planning and safety. Increased use of the trolley will create more efficient use of available parking spaces.

Increased use of public transportation with bus pass policy: Improved communication about complimentary bus passes to currently enrolled students while classes are in session and provided a second location for bus pass pick up. 5,834 bus passes were distributed to students in FY13-14 compared to 2,152 in FY12-13, an increase of 3,682 or 171%. Encouraging students to use public transportation helps to reduce the number of single occupancy vehicles on campus and helps to improve parking efficiency.

## **University of West Florida: Division of Academic Affairs**

### **Office of the Provost**

Continued document-imaging implementation: Creating additional electronic processes and cross-training office staff in the procedures to increase office effectiveness.

Created a financial break-even analysis tool: Allowing the colleges to identify courses which need to be considered for removal or consolidation due to low enrollment. This replaces several reports that previously had to be specifically requested and took hours to generate and return to the requestor.

Created a system allowing college financial managers to automatically generate summer assignment letters: Using real time course data, this has allowed colleges to make course offerings and faculty assignment changes and immediately generate a new letter. In the past, there was a wait of days to weeks before new letters would be created, and they had to be individually written in MS Word.

Standardized and streamlined the request and approval process for additional/extra compensation: Implementing an online form that can gather all necessary data to complete the form and calculate the hourly rates, FTE, annual caps, and many other fields, which were previously manually entered. This has saved considerable time in data entry, information look-up, error checking, and redundant processing. Over the next year, the process will be further improved by implementing an all-electric workflow for the forms.

Continued to utilize volunteer workers for document scanning: Reducing file storage space and increasing office productivity.

Developed a single tracking mechanism: Enhancing faculty and staff position searches.

### **Information Technology Services**

Converted telephone circuits from AT&T SmartRing to Department of Management Services PRIs: Savings average \$4K/month or \$48K annually.

Reviewed Oracle invoices: Management review of Oracle software contracts and invoices uncovered \$55K in maintenance over-billings from Oracle, for which the university was credited.

Consolidated university software licenses: Consolidation of college and department-level software licenses into university-wide licenses has resulted in approximately \$10K in aggregate cost avoidance for the university.

Coordinated computer lab upgrades: UWF performed university-wide upgrades of student computer labs on a coordinated schedule, allowing for discounts arising from bulk purchases of computers. Aggregate savings is approximately \$15K annually.

Continued document imaging in Undergraduate Admissions, Financial Aid, and Registrar departments: Moving from paper to electronic document processing improves services to students, improves the speed of business processes, and reduces cost of file storage space and equipment.

Consolidated to a single document imaging system: Legacy documents in UWF's Nolij system are being converted to Banner Document Management. Using a single document imaging system for the university will save approximately \$40K annually in software licensing costs.

### **John C. Pace Library**

Analyzed interlibrary loan usage and cost data to identify savings: Reviewed the cost-per-article use for each of our subscription e-journal titles. Based upon the calculated cost of \$11.17 to borrow an article through our ILL service, the UWF Libraries canceled 23 journal titles savings \$10,726 in FY2014.

Implemented a Personal Librarian program: The program provides for email communication with new freshmen and online program students about the availability of library resources, services and assistance in effort to assist with retention efforts.

Implemented LibAnswers, an online Knowledge Base system: The system provides additional information at all times about library resources and services to virtual and remote students.

Implemented LibAnalytics: This increased efficiency and productivity when maintaining library statistical data.

Implemented tutorials for information literacy and bibliographic instruction: The audio/visual instruction sessions were created and made available, on-demand, for use as needed by students and faculty on the libraries' website.

Redesigned Information Fluency online tutorials: The tutorials directly align with the Association of College and Research Libraries' (ACRL) Information Literacy Standards for Higher Education, and increase the number of opportunities for UWF Libraries to undertake student learning outcomes assessments.

Installed software on the libraries' 11 SmartBoards: The software enables student collaboration when using graphing calculators.

### **University of West Florida: Division of Advancement**

#### **WUWF Public Media**

Outsourced processing of donor contributions: WUWF Public Media worked with NPR Digital Services to develop a new online pledge form at no cost during FY2014 and secured a PCI compliant credit card processing system with a projected annual savings of \$3,600 in FY2015.

Upgraded broadcast transmitter: WUWF radio replaced a 25-year-old tube transmitter with a more efficient solid state unit with 100% built-in redundancy and "hot swap" capability to replace parts without having to shut down the system, minimizing maintenance costs and time off the air.

Expanded sustaining donor program: Steady growth in acquiring new and converting existing donors to sustaining members who contribute on a monthly basis via EFT or credit cards is resulting in reduced costs in processing, use of paper and postage.

#### **UWF Historic Trust**

Replaced lighting with energy efficient lamps: Renovation of the T. T. Wentworth, Jr. Florida State Museum replaced 118 incandescent 90-watt bulbs with 122 LED 14-watt bulbs, saving 8,917.5 watts and receiving a \$3,000 rebate from Gulf Power for energy efficiency.

Replaced lighting with energy efficient lamps: Renovation of the Norman Simons Building to house the new Voices of Pensacola, Multicultural Resource Center replaced the incandescent lighting system with new LED efficient lighting. A mixture of 25 90-watt incandescent bulbs and 40 40-watt fluorescent

bulbs were replaced with 80 LED 14-watts lights. This resulted in a reduction of 2,355 watts. The upgraded lighting system will also use specialized switches and sensors to control the lighting system to further reduce energy costs.

Replaced boiler with more energy efficient unit: Replacement of the T. T. Wentworth, Jr. Florida State Museum boiler required the removal of a 10-year-old gas boiler that had between 75 to 80 percent efficiency, with a new Fusion Boiler that has an estimated 99 percent efficiency. The new boiler will dramatically reduce gas and electricity consumption and has a longer expected life-span than the previous boiler.

### **University of West Florida: Division of Student Affairs**

#### **Office of Case Management**

Created online forms for all processes relating to the Argo Pantry: Application, evaluation, tracking, etc. for the Argo Pantry emergency assistance program is handled electronically which reduces the use of paper documents thus increasing office efficiency and student privacy.

#### **Student Transition Programs**

Student Transition Programs worked with ITS to transition the orientation registration process to an outside vendor, Visual Zen: Visual Zen went live on February 6, 2014. It streamlined process such as student and guest registration, payment processing, email communication and confirmations, data tracking, reports, pre-orientation videos and online transfer orientation. Other offices that have shared in working with this system are Cashier's Office, Admissions, Nautilus ID Card Office and First Year Advising Center.

### **University of West Florida: Division of the President**

#### **Office of Economic Development and Engagement (OEDE)**

Partnered with UWF Library to make "DemographicsNow" database available to the community: Providing this resource through the UWF Library website leveraged funding to efficiently provide demographic information to a wider audience.

Negotiated a reduced cost for leased space for the OEDE downtown office.

Improved office processes by utilizing electronic delivery methods: Examples include submitting electronic copies of reports to DEO rather than paper and

submitting Industry Recruitment Retention Expansion Fund (IRREF) grant program communications to awardees via email rather than mailing.

## **Human Resources**

Expanded access to training: All mandatory UWF training sessions were made available online via E-Learning.

Created an online option for employee exit interviews: The availability of an electronic process has increased exiting employee's response rate which helps the University identify and address problems.

Hiring guides were updated, which increased end-user efficiency.

Workers' Compensation continues to be managed online via a shared network folder. (Implemented during 12/13)

Cross-divisional sharing of specific, relevant employee records: Employees' Conflict of Interest/Outside Activity self-reported information is shared with Procurement employees, simplifying their process of checking for potential conflicts of interest in the procurement function.

Improved communication regarding employee benefits: Initiated a monthly program spotlighting benefits and services available to the campus community in an effort to make employees more aware of their benefits at UWF.

Upgraded and restructured the Human Resources website: The Content Management System (CMS) structured website includes portals for applicants, employees, and supervisors containing specific information for those constituents thus making it more user friendly and easier to update.

## **Office of the President**

Instituted paperless office processes: This change saved 55% of supply cost.

Instituted use of I-pads for UWF Board of Trustee meetings: This significantly reduced staff time spent on setup and breakdown for BOT meetings.

## **Internal Audit & Management Consulting**

Amount of hours spent in auditing increased by 3 percent over last year due to staff efficiencies.

## **General Counsel**

Significantly improved processing time of contracts: Created efficiencies through streamlining of the process.

Streamlined the policy update/review process: The office of the General Counsel processed 47 updates during FY13-14 as compared to 5 in FY12-13, 14 in FY11-12 and 7 in FY10-11.

### **Haas Center**

Created standard pricing model: The new model ensures consistency and ease of pricing comparison for contracts.

**Identify new efficiency initiatives that are underway or are being contemplated, along with potential cost savings.**

Implementing an electronic work order management process: Utilizing TMA work order management system will improve significantly the opening, distribution, execution, and completion of work orders by eliminating manual work order processing through utilization of hand held electronic devices. The business plan for this process was completed February 2014 and will be implemented next year.

Transitioning to CashNet Cashiering: Will automate departmental cashiering, facilitate the offering of additional services to students, and relieve the university of the labor and cost associated with payment by credit card.

Continuing to research contract management software: This would allow Procurement to be the central depository of all contracts. Features would assist in complying with House Bill 1309 that became effective July 1, 2013.

Planning pilot program for contactless door access: Implementation will involve three sites in which door entry is obtained via UWF ID card. The contactless technology is projected to provide added convenience, faster entry, better security, and improved durability of Nautilus Cards and readers.

Planning development and implementation of a campus way-finding application: The app is expected to be a user-friendly way for students and visitors of the University of West Florida to find directions from their mobile devices. The app will provide an improvement/enhancement to existing maps and signage.

Implementing ConnectOnce/Booknow+: The UWF Bookstore in conjunction with UWF IT department will implement an enhanced version of registration integration--system by which students obtain needed course materials based on individual class schedules. The system improves functionality for students and faculty.

Implementing T2 parking permit and ticketing system: The new permit and enforcement solution allows for management of permit issuance and real-time access to citation information. The system will provide more efficient use of staff time, better record keeping, and greater accuracy in handling permits and citations.

Continuing to implement Ellucian's Banner Travel & Expense Management module: This software will be used to convert paper-based processes for travel and expense authorizations to electronic transactions. This will improve process speed and efficiency and reduce paperwork.

Planning implementation of InCommon and Shibboleth federated identity management to allow sharing of services outside the institution. These federated identity technologies will allow UWF to collaborate with other universities in shared services. For example, Shibboleth will allow UWF students and faculty to use online library resources available via the Haithitrust collaboration.

Planning migration to a more cost-effective business continuity host site. UWF is exploring alternatives to our current "warm site" disaster recovery hosting services in order to reduce costs of these business continuity services. Savings of \$20K annually are sought.

Planning creation of Apple certified service center. UWF is exploring the creation of an in-house Apple certified service center to provide warranty and after-warranty repairs on Apple equipment, with the anticipation of savings to the university and a possible revenue stream from providing services to individuals.

Planning PPEMS software upgrad: The upgrade will increase recruiting, job descriptions and performance evaluations management efficiency.

Sharing video/web-conferencing services via Florida LambdaRail's BlueJeans service: UWF is piloting use of the BlueJeans system for video-conferencing and web-conferencing. Bluejeans is a FLR Net+ service available to Florida LambdaRail members and affiliates. Using the shared BlueJeans FLR+ service saves UWF approximately \$12K annually in software license costs.