EXECUTIVE SUMMARY

After nearly four months of work, engaging hundreds of faculty and staff as part of over 35 meetings with constituency groups, and reviewing over 700 detailed comments, the Task Force on Efficiency has completed its initial work. The Task Force is making recommendations that will initiate much-needed change in how System Administration develops, revises, and rescinds its policies, as well as identifying and recommending needed changes to the procedures and practices that guide implementation of University-wide policies.

The Task Force accomplished three main objectives in keeping with President Benson’s charge by working to:

1. Identify the major policies, practices and procedures developed by System Administration that exasperate faculty and staff. These concerns have all been prioritized in this report.
2. Create significant efficiencies and identify opportunities for savings by reviewing and recommending the revision or elimination of several of the more burdensome policies, practices and procedures. These will provide a starting point for longer-term change.
3. Recommend specific actions to reinvent the policy-making process, including ways to solicit significant campus and user input from the earliest stages of policy development through its implementation and outlining the role and mission of the University Policy Office.

The report makes many recommendations for quick action on several burdensome policies, practices and procedures. In addition, it recommends significant changes in other areas that may take slightly longer to implement. Further, it highlights many efforts by units within System Administration that are already underway and are designed to ease the burden on the campuses and respond to their concerns.

This was not a process designed to offer perfect solutions to a select number of issues. It was a process to solicit a large number of comments and feedback from our University community, to prioritize the issues, and to begin to engage the subject matter experts in a cooperative and collaborative process to find solutions. This report represents the beginning of the next phase of work ahead - not the end. Due to the accelerated nature of the process, the report is intended to be a living document that will be revisited by the Task Force and the University Policy Office in the weeks and months ahead. Comments and corrections are certainly welcome.

This report provides a road map to achieve the significant change that President Benson requested. The University Policy Office, with continued assistance from the Task Force and other campus representatives, will be responsible in large part for working with the campuses and System Administration to implement the report’s recommendations.

The Task Force also acknowledged obstacles to addressing some of the problems identified by the campuses. For example, federal regulations or state laws can make it difficult to make some of the requested changes. Another significant obstacle may be a lack of available funding, especially during the current economic downturn. In such cases, it is important that we communicate to faculty and staff any limitations for making changes so that they understand that policy modifications may not always be possible.

That said, the Task Force believes great progress can be made in overcoming many of the obstacles and helping ease the administrative burdens on the campuses. By creating efficiencies in University-wide policies, processes and procedures, we can provide savings in faculty and staff time and effort as well as financial resources.
SUMMARY OF RECOMMENDATIONS

This is a summary of the 36 recommendations made by the Task Force on Efficiency – all of which are discussed in more detail throughout the referenced chapters and subchapters of the report.

REINVENTING THE POLICY PROCESS (See Chapter 2 – page 17)

**Recommendation 1:** Beginning July 1, 2009, changes to current forms, procedures, and policies will be implemented no more than twice per year (each January 1st and July 1st). Under special circumstances, it may be necessary to allow very limited exceptions to this rule.

**Recommendation 2:** Finalize and adopt a single process for developing administrative policy statements that includes campus and end-user input from the earliest stages of development, and that adheres to the guiding principles and elements.

**Recommendation 3:** The new policy process must provide a mechanism to ensure an ongoing review and assessment of all new and existing policies to determine if they are meeting the intended purpose and if modification or elimination is warranted.

**Recommendation 4:** Develop a new policy template (Appendix 2) that works toward simplifying and shortening all new and existing policies from System Administration.

**Recommendation 5:** Develop a new, user-friendly University Policy Website (Appendix 3) to provide a single location for faculty and staff to find all University policies and include a search tool to help find policies. It also should link with Regent and campus policies.

**Recommendation 6:** Develop and maintain consistent means of communicating changes in policies, recognizing that end-users (e.g., faculty and staff) may prefer various forms of communications.

**Recommendation 7:** Clarify roles and responsibilities of the Policy Coordination Committee (PCC) which is responsible for recommending and drafting policies to ensure campus involvement and consistency in developing policies.

**Recommendation 8:** Approve the recommended role and mission statement for the University Policy Office that ensures campus input and more clarity and brevity in drafting policies.

**Recommendation 9:** Support the establishment of a policy network that includes the appropriate staff from the campuses. The Director of the University Policy Office should begin attending the Regents Laws and Policies Committee meetings.

**Recommendation 10:** The University Policy Office should continue working to eliminate any unnecessary policies and to streamline the policy process by working with the appropriate policy owners.

FISCAL (See Subchapter 3A – page 23)

**Recommendation 11:** The University should seek approval from the State Controller to allow the University to offer a stipend to certain staff members to purchase their own cell phones and eliminate much of the paperwork associated with this process.
**Recommendation 12:** Raise the dollar threshold for *official function* forms from the current $100 amount to $500. This will eliminate 8,000 forms per year.

**Recommendation 13:** While keeping the main tenets of not using state dollars and requiring the appropriate level of approval for purchasing alcohol for university events, the University Policy Office should immediately begin a formal review of the *University alcohol policy and related processes and procedures* to determine their effectiveness and efficiency. This review should include consultation with the entities directly involved in the policy.

**Recommendation 14:** System Administration must find a *financial reporting solution* that meets the needs of the University end users, including consideration of the issues surrounding normalized accounting formats.

**Recommendation 15:** Eliminate the requirement that the controller sign off on *undocumented receipts* over $100 for ACARDS.

**Recommendation 16:** The Task Force supports the Administration’s goals and efforts toward dramatically reducing the paperwork and approvals associated with *fundraising/special events*, including the possibility of having the CU Foundation be responsible for these events.

**PROCUREMENT** (See Subchapter 3B – page 27)

**Recommendation 17:** The University should pursue an *eProcurement solution* to provide an efficient and user friendly process for faculty and staff to order commonly required products and specific services from University contracts and preferred suppliers.

**Recommendation 18:** Raise the small dollar purchase limit from $4,500 to $5,000. This would reduce 1,300 approvals per year.

**Recommendation 19:** Raise the threshold for contracts requiring presidential approval from $1M to $5M for goods and services.

**INFORMATION TECHNOLOGY** (See Subchapter 3C – page 32)

**Recommendation 20:** Serious consideration should be given to promote more electronic means of carrying out administrative functions throughout the University, including expanding the electronic signature capability of PeopleSoft.

**Recommendation 21:** Prioritization of eProcurement and financial reporting system improvements will be critical to increase efficiency, promote process effectiveness, provide financial savings, and reduce the administrative burden on faculty and staff in the months and years ahead.

**Recommendation 22:** An analysis and business case should be developed regarding a document management system which could improve the effectiveness of the new University Policy Webpage, work flow, and alignment of all University policies, procedures, and forms.

**Recommendation 23:** Awareness of existing directory tools should be made available to help faculty and staff more easily find directory information of other faculty and staff throughout the University, pending any longer-term solution to create a single directory for CU. ([https://www.cu.edu/content/campus-phone-directories](https://www.cu.edu/content/campus-phone-directories))
HUMAN RESOURCES (See Subchapter 3D – page 34)

**Recommendation 24:** Pending a legal opinion, refine Regent Policy 2-K *Personnel Authority for Employees Exempt From the State Personnel System* regarding the requirement for the President’s or Chancellor’s signature on personnel actions for faculty, officers and exempt professionals to speak to tenured and tenure-track faculty only. Possible changes could include further delegation of responsibility for hiring PRAs, etc.

**Recommendation 25:** To more effectively and consistently utilize the hiring process of retirees the Senior Associate Vice President and Chief Human Resources Officer and the campuses’ Human Resources Team should begin conversations designed to provide clear guidance on the practice of retirees returning to work.

**Recommendation 26:** The University Policy Office should promote an expedited review and possible elimination of the following human resource-related administrative policy statements (which have already been reviewed by the Human Resources officers), involving appropriate subject matter experts and campus representatives.

ACADEMICS (See Subchapter 3E – page 37)

**Recommendation 27:** Eliminate the Administration Policy Statement (APS) entitled *Procedures for Offering Instructional Programs Outside the State of Colorado.*

COMMUNICATIONS AND WEBSITE (See Subchapter 3F – page 39)

**Recommendation 28:** When new policies are created, or existing ones are changed, the units and personnel in System Administration should strive to improve their communications with the campuses, staff, and faculty. Knowledge and use of communications’ best practices should be a priority.

**Recommendation 29:** Eliminate the APS entitled *Establishment of University Graphics Standards Board.*

TOOLS AND TRAINING (See Subchapter 3G – page 41)

**Recommendation 30:** Explore effective and efficient ways to pursue mentoring or virtual networks to supplement current methods of training.

**Recommendation 31:** Explore ways to provide job-specific, role-specific training and professional development needs for those people new to the University or who are moving into higher level positions.

**Recommendation 32:** Improve coordination and information dissemination between system and the campus on what training is available and required via a predictable master schedule and effective communication process that allows adequate time for employees to complete the required training.

OVERARCHING THEMES AND ISSUES (See Subchapter 31 – page 45)

**Recommendation 33:** Ensure that all service centers (i.e., Payroll & Benefit Services, Procurement Service Center, the Office of the University Controller, and University Information Services) continue holding regular open meetings on the campuses to share information and updates and receive feedback on their operations.
Areas of Focus and Review Methodology

The Task Force engaged the assistance of Denise Sokol, consultant and the former Assistant Vice Chancellor for Institutional Research, Planning, and Analysis at the University of Colorado Denver, to organize and distill the hundreds of comments into more manageable categories and summaries.

- Steps were taken to ensure the anonymity of the individuals submitting feedback and comments.
- Any comments which were deemed to be campus-specific were segregated and will be handed off to the campuses.
- Similar comments were grouped in the summaries presented to the Task Force.
- Summaries included any unique information, such as the responses which were in direct opposition to other comments.
- Due to the time restrictions, some issues and suggestions will be forwarded and discussed with the appropriate subject matter experts for further review and discussion. This will be noted within each section as appropriate.

The remaining comments and feedback were all reviewed and sorted for further action by the Task Force or will be handed off to the University Policy Office for resolution.

Task Force Subgroups

Task Force subgroups were formed that included Task Force members and system and campus subject matter experts to take a closer look at the subject-specific issues and suggestions gathered. The subject areas and associated subgroups included:

- Academic
- Administrative, General
- Communications
- Fiscal
- Human Resources (HR)
- Information Technology (IT)
- Policies
- Procurement
- Training

Subgroup Charge

Each subgroup was asked to:

- Review and prioritize all comments and feedback
- Identify any key issues and/or topics that need more explanation or clarification (see “Did You Know?” below)
- Highlight any issues where action could be taken by the Task Force; issues that would be addressed by actions or initiatives currently underway by the departments; any constraints or obstacles for either the Task Force or departments from taking action (i.e., state law or state fiscal rules); and any other information which should be included in the Task Force report
- Report back to the full Task Force

The results of the various subgroups, including recommendations, are provided in the proceeding subchapters. The comments are summarized in greater detail in the online report appendices located at: https://www.cu.edu/content/appendixIsummarytaskforceinput.
Did You Know?

Wherever possible, this report will help clarify misconceptions or misunderstandings brought up in the feedback or any policy and procedures that might need further explanation or clarification. These highlighted items will be marked with the special “magnifying glass” symbol throughout the report.

Chapter 4: Where Do We Go From Here?

Many reports developed by task forces tend to only survive as long as the task force is in existence or the chief executive officer is in office. Oftentimes, recommendations sit on the shelf and are not implemented. It is imperative that any recommendations in this report that are adopted by the President are not only implemented with ongoing input from the campuses, but are reviewed after a period of time to see if they have had the desired effect.

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This report provides a road map to achieve the significant change that President Benson requested. The University Policy Office, with continued assistance from the Task Force, and other campus representatives, will be responsible in large part for working with the campuses and System Administration to implement the report’s recommendations.

We encourage the University community to continue to provide feedback via the Task Force website, the University Policy Office website, and through continuing outreach from the Task Force and the University Policy Office.

Recommendation 34: The Task Force recommends that it offers to meet with the campus constituency groups who participated in the input process to report back on the findings and recommendations (during March and April).

Recommendation 35: The Task Force recommends that it continues to meet on a quarterly basis to review progress in implementing the recommendations of the report and make any additional recommendations relating to the original Task Force Charge.

Recommendation 36: The Task Force recommends that the President adopt all recommendations outlined in the report.

Appendix 1: Summary of Task Force Input

(To limit the paper used in producing this report, the appendices are only available in the online version found at https://www.cu.edu/content/appendix1summarytaskforceinput )