

Office of the President

TO MEMBERS OF THE COMMITTEE ON FINANCE:

DISCUSSION ITEM

For Meeting of July 18, 2012

PROGRESS REPORT ON WORKING SMARTER: SYSTEMWIDE ADMINISTRATIVE EFFICIENCIES AT THE UNIVERSITY OF CALIFORNIA

EXECUTIVE SUMMARY

Following adoption of Regents Policy 5100, “Resolution Regarding Administrative Efficiencies,” in 2010, UC administrators launched the Working Smarter initiative to improve and streamline the University’s administrative operations while producing \$500 million in savings, new revenue and other positive fiscal impacts over a five-year period.

In its first year, as reported in July 2011, the University accrued \$157 million in new revenue and cost savings. Now, at the conclusion of its second year, UC has added another \$132 million, bringing the total two year fiscal impact to more than \$289 million. The following projects contributed to the total for 2011-2012:

• Enterprise Risk Management (Reduced Cost of Risk)	\$71,062,427
○ General Liability Self-Insurance	\$7,252,269
○ Professional Liability Self-Insurance	\$12,338,793
○ Workers Compensation Self Insurance	\$51,471,364
• Liquidity Management	\$18,859,955
• Parent Giving	\$12,000,000
• Strategic Sourcing	\$11,441,123
• Connexus Travel Program	\$6,480,026
• Purchase Card Program	\$5,137,669
• Legal Services	\$3,120,000
• UC Travel Insurance Program	\$1,878,249
• Banking Services	\$1,635,000
• UC Equipment Maintenance Insurance Program	\$564,941

In addition, campuses have launched local programs, redoubling efforts to improve administrative efficiency and quality while reducing overall costs. Campus-specific administrative efficiency projects both complement and reinforce the Working Smarter portfolio. This report highlights two of those programs, the UC Berkeley Operational Excellence Program and the UC Davis Organizational Excellence Initiative.

As with most large, complex administrative systems implementations, complete realization of objectives generally requires early planning and investment, and some months or years for a full and disciplined implementation. Several significant projects well underway in the Working Smarter pipeline promise to deliver even greater savings to UC in the years ahead. Most notably, the University is in the midst of transforming how it delivers payroll and HR services, a project (“UC Path”) that has the potential to save \$100 million or more per year by 2016. Similarly, a substantial transformation is in process across the University’s procurement organization that will allow campuses and medical centers to better leverage UC’s purchasing power. This realignment and investment in procurement systems is expected to save as much as \$200 million within four years.

While administrative efficiencies alone cannot solve UC’s budget crisis, these collective efforts represent a fundamental change in the way the University is approaching and managing its administrative operations. Below, we outline the projects that have produced a positive fiscal impact over the past year, along with a short synopsis of each. These projects account for just a handful of the now 34 projects in the Working Smarter portfolio. They vary widely in their respective complexity, implementation timeline and expected fiscal impact.

The Working Smarter website, launched in the first year of the program, continues to serve as a central hub for information on each project in the portfolio, provides links to campus websites regarding location-specific efforts and solicits new ideas and feedback. On the website, Working Smarter project owners provide a high degree of transparency to the challenges and milestone achievements of their respective projects. The website (<http://workingsmarter.universityofcalifornia.edu/>) is available to the general public.

Relevant Authorities: Regents Policy 5100 requires periodic progress reports on initiatives to implement significant administrative efficiencies. This is the second formal annual report since Policy 5100 was adopted in July 2010.

BACKGROUND

Beginning in July 2009, with Chairman Gould and President Yudof’s Commission on the Future, the University community at large coalesced around administrative and operational effectiveness as a key tenet of long-term viability. The consensus evolved into Working Smarter, an ongoing administrative efficiency initiative that brings together system-wide, regional, and campus-level efforts under one umbrella with one strong commitment from the top: The University is committed to achieving a level of administrative excellence equivalent to that of its teaching and research enterprises.

At the May 19, 2010 meeting of the Committee on Finance, Executive Vice Presidents Brostrom and Taylor presented plans for the multi-year efficiency initiative. This Working Smarter plan envisioned ten distinct campuses using one streamlined administrative framework, specifically, common and integrated systems for:

- Finance and payroll,

- Time & attendance systems,
- Extramural fund accounting,
- Data warehousing,
- Asset management,
- E-procurement,
- Energy and climate solutions,
- Indirect cost recovery,
- Library-efficiency strategies, and
- Risk management.

On July 14, 2010, the Regents formalized the University's efficiency objective by adopting Policy 5100. The policy established the Regents' expectations of the President and the Office of the President with respect to realization of the objective.

On March 2-3, 2011, Executive Vice Presidents Brostrom and Taylor convened a large team of Working Smarter participants for an all-hands meeting in Oakland. Attendance included campus leadership, campus Operational Excellence staff, Academic Senate membership and staff, Staff Assemblies membership, UCOP project owners, functional managers, and technical staff, as well as the full membership of the Working Smarter Executive Steering Committee, which, in addition to Executive Vice Presidents Brostrom and Taylor, includes Tim White, Chancellor of UC Riverside; Michael Gottfredson, Executive Vice Chancellor and Provost of UC Irvine; and John Plotts, Senior Vice Chancellor of Finance and Administration of UC San Francisco.

The five-person Executive Steering Committee, co-chaired by Executive Vice Presidents Brostrom and Taylor, is supported by an Advisory Group and one lead staff. Each individual project under Working Smarter is championed and executed by an Executive Sponsor, a Project Owner, a Functional Team, and, where applicable, Campus Managers.

In February 2012, a new position was created to both more actively manage the Working Smarter portfolio of initiatives and programs and also coordinate more points of connection across campus-specific efforts. As the first Director of Working Smarter, Cathy O'Sullivan will also be developing short- and longer-term operational strategies to further the success of the current group of projects, encourage new projects from across the UC system, and to refine the metrics against which Working Smarter projects and proposals are assessed.

CHALLENGES ASSOCIATED WITH QUANTIFYING FISCAL IMPACT

In evaluating projects as candidates for inclusion in the portfolio, an assessment is made of expected fiscal impact or process efficiency. Fiscal impact is reportable within the portfolio only after savings or revenue eclipse any up-front investment (such as in implementation services or new technologies). Across all projects, only direct cost savings and realized revenue are measured and reported as positive fiscal impact under Working Smarter. This focus on the "bottom line" has not excluded projects from the portfolio that solely aim to improve process efficiency.

It is important to note that in both the first two (2) years of Working Smarter, the progress against goals has included monies that accrue to core operations and non-core (such as auxiliaries and

other self-supporting functions within the University). The core budget savings will most directly help the University through the current fiscal crisis by freeing up funds that were previously used for other purposes, avoiding costs, or generating revenue. It is estimated that about two-thirds of the positive fiscal impact from Working Smarter projects will accrue ultimately to core operations.

In addition, some projects incur permanent savings – usually resulting from substantial and transformative changes; others are more opportunistic. The latter, usually one-time events, are measured and accrue to our fiscal goals but the far greater focus of the initiative is on the permanent savings or revenue.

POSITIVE FISCAL IMPACT AND PROJECT SUMMARIES – YEAR TWO OF FIVE

The majority of Working Smarter projects are still in development or early implementation and positive fiscal impact, net of any targeted investment, is not expected for another year or more. For instance, ApplyUC, a University-wide coordinated effort to modernize and streamline undergraduate admissions, is a Working Smarter project which will be fully operational in fall 2012. Within its first year of implementation, ApplyUC is expected to effect positive fiscal impact, as direct savings will be greater than the sum of the costs for the system being replaced and the new system implementation costs. For this project, and others like it, there is a thorough analysis of current costs, implementation costs (both internal and external) and “future state” projections. “Positive fiscal impact” is not reported to the University until the savings or revenue is proven to exceed all project-related investments and expenses.

One Working Smarter project, **Indirect Cost Recovery**, is in fact a collection of sustained and complex negotiations that occur in staggered timing across UC’s individual locations. Over the past year, the Indirect Cost Recovery project leaders have raised a nation-wide discussion of federal rate reimbursement inequities across universities which conduct government-funded research. During this time, UC Santa Barbara and UCSF negotiations secured increases in their federal indirect cost rates by two and four percentage points respectively. These increases are notable during a time of tight federal budgets, and have the potential to return an additional \$30 million to \$40 million in indirect costs above our current rates over the next four years. UC Berkeley and UC Santa Cruz negotiations are ongoing, as are discussions on State reimbursement rates. The University is also working to revise its system-wide waiver policies and practices to help reduce the number of cost waivers and improve indirect cost recovery. While significant progress is being made in Indirect Cost Recovery across the system, results will lag today’s investments of time and resources. The full impact of these efforts is expected to be felt most strongly at least five years out.

Other initiatives will certainly result in improved administrative efficiency but direct fiscal impact is difficult to calculate. Two examples are the **Policy Project**, which is undertaking an aggressive but methodical approach to updating (or consolidating/retiring) and standardizing all UC-wide administrative policies; and the **Campus Administrative Relief Initiative**, which coordinates and advocates progress on a list of over 50 ideas and directives prioritized by the UC Vice Chancellors of Administration – each designed to reduce administrative burden currently borne by campuses and perceived to be out of sync with the value derived from those efforts.

The projects which have generated over \$130 million in direct cost savings and new revenue over the last year or comparable time frame are noted in this table and summarized below.

Table 1: WORKING SMARTER INITIATIVE – FISCAL IMPACT for FY 2011-2012

	Year 2 Fiscal Impact
Enterprise Risk Management (Reduced Cost of Risk)	\$71,062,427
General Liability Self-Insurance	\$7,252,269
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Workers Compensation Self Insurance	\$51,471,364
Liquidity Management	\$18,859,955
Parent Giving**	\$12,000,000
Strategic Sourcing	\$11,441,123
Connexus Travel Program*	\$6,480,026
Purchase Card Program*	\$5,137,669
Legal Services	\$3,120,000
UC Travel Insurance Program	\$1,878,249
Banking Services	\$1,635,000
UC Equipment Maintenance Insurance Program	\$564,941
TOTAL	\$132,179,391

Table 1 Notes:

*Connexus Travel Program and the Purchase Card Program both report on a calendar year cycle; showing CY2011 results.

**Parent Giving anticipates exceeding \$12M for FY11-12; results at deadline were preliminary and conservatively estimated here.

For all figures above, approximately two-thirds of the positive fiscal impact of the Working Smarter initiative is expected to accrue to core operations.

Enterprise Risk Management (ERM) takes a strategic approach to managing enterprise-wide risk – from hazard risks (such as workers’ compensation, general liability, employment practices liability, professional liability, auto liability, and property) to other strategic, operational, financial, and reputational risks. UC campuses continue to enhance the maturity of their ERM programs through a collaborative effort system-wide. UCOP Risk Services supports campuses through its coordination and investment in new systems and tools to facilitate the effective and efficient management of risk. The ERM program as reported in Working Smarter measures the University’s overall “Cost of Risk” and the savings represent the reduction in combined premium costs in 2011-12 over the average costs of a previous three-year period (2007-08 through 2009-10, consistent, rolling forward by one year, with the approach noted in the July 13, 2011 Working Smarter report).

Liquidity Management. By reviewing and optimizing the allocation of campus working capital between the University’s Short-Term Investment Pool (STIP) and the longer-term Total Return Investment Pool (TRIP), the University has generated an additional \$18 million in investment income during 2011-12. TRIP is designed to maximize return on long-term working capital, subject to an acceptable level of risk, by investing across a broad range of asset classes. About \$1.7 billion has been moved from STIP to TRIP since October 2010, with a combined realized

gain of over \$58 million in fiscal years 10-11 and 11-12.

Several years ago, **Parent Giving** was identified as high-potential with relatively lower participation rates across the base of UC supporters than other measured populations. UCOP, working with counterparts at each of the 9 undergraduate campuses, implemented what is now called the Parent Giving and Supplemental Development Fund. Initial funds provided by UCOP were used for specific programs developed at each campus to focus on increasing alumni and parent giving and other giving models expected to contribute toward Chancellor discretionary funds. These investment funds were matched on a 2 for 1 basis by the campuses. Due to significant budget cuts and expected maturity of the programs reducing reliance on that support, the funding has recently been decreased. The campuses have also established parent volunteer groups – often there is a separate board which focuses solely on parent giving. These parent volunteers are instrumental in highlighting the importance of private support at UC. Gifts from parents also tend to be more unrestricted or flexible than gifts from other donor groups. When parent gifts are targeted, donors may more directly influence the student experience, as was the case with parents who made a gift to UC Berkeley to keep the library open extended hours during finals. Perhaps even more important than dollars raised, the parent giving programs have dramatically improved the participation rates of parents and families. In the first year of the program, system-wide parent giving rose to \$10.7 million from \$3.6 million the previous year. This increase was occurring across all of our campuses; Berkeley, Davis, and Santa Barbara had especially significant gains. Parent Giving is expected to top \$12 million in FY11/12 (results at deadline were preliminary and estimated conservatively here).

Strategic Sourcing is a University-wide program coordinated at UCOP by Procurement Services staff who negotiate vendor contracts to leverage UC's substantial combined buying power. Procurement Services is currently designing and soon will begin implementing a comprehensive data analysis and reporting capability to better track and strategically plan for UC's "sourceable spend" across all locations (a Working Smarter project in itself). Until this system is fully implemented, anticipated in 2014, Working Smarter is reporting only the total payments of contracted vendors under negotiated patronage incentive agreements. In many vendor purchase contracts, to encourage local contract compliance and aid in supporting complementary programs such as eProcurement use, the University receives quarterly cash rebates of usually two percent of net purchases made under the agreement. These payments are monitored centrally but made directly to the local campus; in the last fiscal year, participating UC locations received a combined total of over \$11 million back from purchases made through over 160 UC-wide managed contracts.

Connexus Travel is a centrally managed travel program offering reservation options and UC system-wide supplier discounts. The central office at UCOP also uses a complete data repository of all Connexus-booked travel to inform its regular direct negotiations with UC's top-used travel industry suppliers. Connexus adoption across all UC locations is uneven, ranging from capturing only six percent of campus travel bookings to as much as 80 percent at another location in 2011. Across all UC locations, overall usage is up ten percent from the prior year to over 35 percent. In calendar year 2011, the Connexus program delivered over \$6 million in direct negotiated savings and online booking discounts to UC travel budgets. The Central Travel Management Office at UCOP is keenly focused on perceived and real barriers – many are location-specific - to further

increase use of Connexus at all locations in 2012 and beyond.

UC's **Purchase Card Program** generated over \$5 million in direct savings, incentive payments and signing bonuses in calendar year 2011. The program provided additional savings to the UC-operated national laboratories not reported here. The Purchase Card Program is centrally negotiated at UCOP and participation and support is coordinated at each location through the UCOP Banking Services group.

In January 2010, the Office of General Counsel (OGC) began implementing a new approach to reducing expenses on UC's **Legal Services** without increasing risk to the University. The effort has two objectives, both very targeted in their implementation: "in-sourcing" and "preferred provider panels." With in-sourcing, OGC is staffing attorneys in-house where that work can replace what was previously spent on outside counsel. OGC's attorney rates (including benefits and overhead) are approximately \$100/hr less than comparable outside counsel billing rates. The specific areas identified for in-sourcing are labor and employment, administrative hearings, contract disputes, tax, and health sciences enterprise advice. "Preferred Provider Panels" aim to negotiate lower billing rates based on higher volumes and more predictable usage in selected areas of legal practice. At the same time these programs have rolled out, OGC increased its own analytics capability both with in-house staff time reporting and outside counsel billable data. This capability has documented a year over year savings of over \$3 million in Legal Services costs (net of in-house new hires) and the data should inform future decisions on in-sourcing, additional preferred provider panels or suggest other new areas of focus.

UC Travel Insurance Program (UC TRIPS) provides improved coverage to protect the health, safety, and security of faculty, students, and staff while traveling on UC business. The program is focused primarily on providing better protection by more efficiently gathering UC's travel data, negotiating this insurance on a system-wide basis, and automatically enrolling travelers who book using the UC Travel portal "Connexus" (Southwest Airlines participates but requires one additional step for full coverage at no extra cost). The University has seen participation in this program more than double since last year and has achieved volume savings of over \$1.8 million in 2011-12.

Banking Services is a project which targets UC's expenses and fees for depository, disbursement, payroll, and merchant card accounts and related transaction activities. The Banking and Treasury Services group within the CFO Division at UCOP manages these services and coordinates activities with all UC locations. As part of the Working Smarter initiative, Banking and Treasury services began a thorough re-examination of its costs to find savings while maintaining or improving world class control and functionality. Two specific efforts returned direct cost savings to UC this past year – the renegotiation of UC's merchant credit card account per-transaction interchange fee and the implementation of a more modern and secure Treasury workstation, a software interface allowing cash management across depository and disbursement accounts. UC maintains about 1,100 merchant credit card accounts which allow UC bookstores, athletic venues, and medical clinics to accept credit cards for payment of goods and services. Across UC's approximately nine million transactions each year, the per-transaction fee reduction resulted in annual savings of \$675,000. Implementation of a new treasury workstation improved

functionality, disaster recover options and the cost differential between the original and the new treasury workstation resulted in direct savings of approximately \$960,000.

UC Equipment Maintenance Insurance Program (UCEMIP) is focused on a standardized, proactive approach to the maintenance of the University's equipment and technology hardware. The program strives to replace prior spend on emergency repair service and certain original equipment manufacturer (OEM) maintenance contracts which are statistically unlikely to be used. Instead, a central equipment maintenance insurance policy is priced to cover wide ranges of medical, engineering, facilities and IT equipment at any UC location; the policy includes preventive maintenance for all covered physical units as well as any needed repairs or replacement by OEM-authorized service providers. Over the past year, participating UC Locations saw direct savings of over \$500,000.

The progress of these projects is encouraging and represents significant progress toward the University's goal of achieving \$500 million in positive fiscal impact over five years through the Working Smarter initiative. It will be important to maintain the momentum of the program and continue to identify strategies for achieving additional efficiencies.

CAMPUS ADMINISTRATIVE EFFICIENCY AND OPERATIONAL EXCELLENCE

Most UC campus locations have a program office or cross-functional team in place to identify and address opportunities to improve the efficiency and effectiveness of administrative services which serve faculty, students and staff. Two of those campus efforts are highlighted here; subsequent reports will include details on additional location-specific efforts.

UC Berkeley Operational Excellence (UCB OE) is a multi-year, multi-project effort to make the operations of UC Berkeley more efficient so that the University may direct more resources away from administrative expenses and toward teaching and research.

Operational Excellence began in the fall of 2009 with a comprehensive diagnosis of the campus operational and financial environment led by a campus steering committee and facilitated by the outside consultancy Bain & Company. Through this diagnosis, the committee identified several key areas that offer significant opportunities to improve UC Berkeley's operational effectiveness while reducing the costs of campus operations: IT, Finance, "High Performance Culture," Organizational Simplification, Procurement, Energy Management, and Student Services.

The committee projected that UC Berkeley could potentially reduce its annual administrative expenses by \$75 million by focusing in the above seven segments. To date, more than 20 projects in these areas have been approved and have begun implementation while remaining proposals are still being evaluated. Some of these projects require an up-front investment in resources, updated technologies or facilities (such as to house a new Campus Shared Service Center); others are pursued by current staff who are shifting their focus to new, often transformative projects. The UCB OE office anticipates investing between \$50 million and \$75 million, spread across 5 fiscal years, and to begin achieving positive fiscal impact, across the entire portfolio of projects, as early as 2013. Some projects, on an individual basis, are already incurring savings. Initial funding for UCB OE was secured internally through the UC Strategic Investment Program (UCSIP). UCSIP is

a suite of internal-loan financing programs that leverage the University's high credit rating to make low borrowing costs available for purposes beyond capital construction. UC Berkeley is drawing on a "C3" (Cross Campus Collaboration) loan within UCSIP at zero percent interest. UCSIP is administered at UCOP in the CFO Division.

One such project is "**Cal Dining**," which implemented new technology and staff training to achieve impressive results within its very focused scope. Cal Dining is a food waste prevention project that is fully implemented at UC Berkeley's four residential dining halls. Through a grant by the StopWaste Partnership, a public agency partnership, there were no start-up costs incurred by UC Berkeley. Cal Dining pays for new annual software costs of approximately \$5,000 which are covered many times over by savings, estimated to be over \$80,000. Cal Dining staff now track, through a digital scale and touch screen terminal, all discarded food – and then weekly discuss ways to further reduce food waste. Staff note that there was an adjustment to this additional task, but are also more engaged in their direct role in the success of the program. In the first year, Cal Dining prevented over 50,000 pounds of food waste. Complementary projects within Cal Dining are in design phase and are expected to more than triple the impact of the food waste prevention success. Cumulative savings for Cal Dining as of January 2012 are \$400,000.

Another example of UC Berkeley OE efforts underway is the **Procurement Program**, a joint collaborative project with UC San Francisco. The program has two key components: merging the procurement units of UC Berkeley and UC San Francisco and the implementation of an e-procurement system. UC Berkeley and UCSF jointly spend in excess of \$1 billion annually. The UC Berkeley / UCSF Collaborative Procurement Center of Excellence (CPCOE) will leverage the combined purchasing power of the two campuses through strategic sourcing to realize improved terms and pricing; optimize procurement effectiveness through improved use of Requests for Proposal (RFPs); expansion and extension of programs such as freight and warehouse management; and streamline operations through optimizing use of technology. The "BearBuy Project" has delivered a new campus-wide e-procurement system built on the proven SciQuest full-suite procurement platform and will integrate into the campus's existing PeopleSoft Financial system. BearBuy will integrate and streamline requisition, approval, ordering, and settlement processes through a single, easy-to-use online system. The Procurement Program is in its final phase and is ahead of savings estimates. Savings as of January 2012 to UC Berkeley campus are approximately \$9 million.

UC Davis Organizational Excellence is a multi-year strategic program to systematically improve services on which the campus community depends and, when appropriate, re-think some of the fundamental assumptions under which we have been operating. With the state fiscal crisis continuing, the Organizational Excellence initiative is setting aggressive goals for process improvement and organizational change. There are several components of UC Davis Organizational Excellence: implementation of Shared Service Centers, full Administrative Unit Reviews and more targeted project efforts such as a new electronic document management system already in use by several departments on campus, a strategic energy program and a rather novel reorganization, combining historically discrete functions under what is now the Campus Planning and Community Resources department.

The **UC Davis Shared Service Center**, after a comprehensive design and outreach plan, opened in a new facility on February 14, 2012, and provides transactional support for administrative departments for HR, accounts payable, purchasing, payroll and travel processing. Centralizing these core administrative services will allow the campus to significantly reduce costs and focus more resources on achieving the University's academic mission. Phase 1 of the Shared Service Center project saved \$1.5 million in fiscal year 2011-12, and is expected to save another \$4 million in 2012-13. The project's long-term goal includes savings of \$10 million annually with subsequent phases. Other common, shared services are being evaluated for inclusion in the UC Davis Shared Service Center. In addition, some units are consolidating certain functions into "administrative clusters," which serve as smaller iterations of a shared service center – retaining some programmatic expertise but still gaining efficiency through moderate consolidation. Two examples of academic units doing administrative clustering are the College of Agricultural and Environmental Sciences and the Division of Social Sciences.

The formation of a new department called **Campus Planning and Community Resources (CP&CR)** in fall 2009 exemplifies how historically separate functions can be merged and restructured to support a fresh perspective and spur innovation. CP&CR successfully combined campus grounds and landscape management, the Arboretum and Public Garden, Riparian Reserve, visitor services, conferences and events, transportation and parking, reprographics and campus planning. United behind a common goal of preserving and improving the visual impression and physical environment of the campus, CP&CR also solicited greater participation by and feedback from students, faculty and staff. Recent achievements of this new department include a notable increase in reservations for UC Davis conference and events space (new revenue sources), implementation of a new "campus wayfinding" signage system for visitors, and the "Arboretum GATEways project," a landscaping program which both improves sustainability of landscaping and involves staff in certain campus public artwork. For example, earlier this year, representatives from the UC Davis Arboretum GATEways project worked closely with Geology Department faculty and staff on the creation of an educational landscape, the California Rock Garden. It serves both as an outdoor classroom where students learn to identify rock specimens from throughout the state of California and invites visitors to investigate the work of the University.

WORKING SMARTER: FUTURE PLANS

Communications Plan

The Working Smarter website is expected to remain the central hub of the communications plan for the initiative at large and for each portfolio project – it is aimed at UC students, faculty and staff, media, and the general public.

While the website provides a mechanism for UC faculty and staff to get involved or submit new ideas, the project office is considering some alternative channels to encourage innovative submissions and reinforce the many benefits of leveraging opportunities to share resources.

"Pipeline" Projects

The first two years of the program have surpassed initial goals. The remaining years of this initiative will not be able to claim what could be called "early wins," and will instead need to focus

on new segments of our operations and transformative approaches to UC's delivery of administrative excellence to faculty, students, fellow staff, sister institutions and the many internal and external organizations and constituencies we serve.

Coordination across Locations

As demonstrated above, campus efforts to improve both efficiency and administrative excellence are well underway. Some of these projects will be unique in need and solution to their campus of origin. But many more will be adaptable, largely portable, and can be improved at each subsequent implementation by sharing knowledge about addressing challenges. The Working Smarter initiative plans to sponsor a specific effort to bring campus project leaders together to collaborate and further their success.

The Working Smarter website can be found at: <http://workingsmarter.universityofcalifornia.edu/>