College of Health Professions
GAINING EFFICIENCIES

Facilities

1. **Facilities Management**
   a. When submitting work orders why can't the department staff create one work order and leave it up to Facilities Management to determine who the work order belongs to and how many work orders are needed?
   b. When reserving space/facilities on campus a new form - Facility/Grounds Use Agreement - was recently created. It is a five page document that requires up to six signatures on it. Two pages of the document consists of "conditions". Nobody has time to deal with this form. Students are walking around campus just trying to hold a meeting in a classroom and asking for signatures. This is not a user friendly form, or wise use of time, or student-focused.
   c. Review all forms and find out if they are needed (space use, space move, key return and receipt, moving and tracking, etc.). Reduce or eliminate unnecessary time-consuming forms.
   d. Install hand dryers in restrooms instead of paper towels
   e. Install motion sensors in bathrooms for lights
   f. Ensure all TVs are turned off from 5 p.m. until 7 a.m. daily
   g. Eliminate emergency notification TV monitors across campus. They have never been used for this purpose and have been replaced by the University System Emergency Broadcast Network using landlines, cell phones, and text messages.
   h. During summer months, consider half the janitorial service due to drastically decreased traffic in Sudro Hall
2. **Condensed Work Week**
   a. Allowing staff flexible hours and a flexible work week would save on utility costs.
3. **Maximize Facility use**
   a. Start summer activities that bring in revenue, and maximize use of our facilities, such as leasing space to outside organizations, hosting healthcare camps, teaching summer courses, etc.

Operations

1. **Committees (College and University wide)**
   a. Evaluate time spent on committees at all levels and eliminate unnecessary or no need committees and meetings.
   b. Reduce frequency or length of meetings
   c. Meet only if agenda requires
   d. Challenge each committee to identify time saving methods "if we did not do the following, it would have no adverse impact on the mission of the university, college, or department"

e. Eliminate the time wasters for each committee and the committees that have little or no value

2. **Reduce food expenditures**
   a. Why are NDSU Departments charged the same rate as non-NDSU businesses through NDSU Catering/Dining Services?
   b. Forced to use NDSU Catering and much cheaper utilizing off-campus companies
   c. Reduce food expenditures – go potluck
   d. Reduce student orientation sessions to half day which would eliminate the need for lunch (most information can be distributed electronically)
   e. Cut down DLC Meetings from once a month to two meetings for Fall and Spring semester. Eliminate lunch at DLC meetings. Students can bring their own lunch.
   f. Keep faculty and staff retreats to half days to avoid serving lunch or do brown bag lunch and learns
   g. Examine food budget in all departments for potential reductions

3. **Motor pool costs**
   a. Contract with a car rental agency like Enterprise instead of state fleet motor pool to save money on car rental.

4. **Office supplies**
   a. Eliminate duplication of supplies program-wide by having one centralized location of office supplies
   b. Stop buying padfolios for students orientation day – not sure as useful anymore either with iPads.

5. **Ceremonies**
   a. Consider eliminating, suspending, or restructuring celebration events such as Pharmacy Hooding, Nursing Pinning, White Coat Ceremony, Scholarship Recognition Awards Ceremony, and Career Fair. These events consume a large amount of staff time and also consume financial resources. When we are facing significant budget cuts over the next two years and we will be required to make significant staffing reductions, our personnel and financial resources should be protected and reserved for our primary mission which is supporting our education and research missions.
   b. Cut the scholarship award banquet down. It seems excessive to go to the upstairs of the Fargodome to rent a room and pay for the whole event when most donors of scholarships are not even able to make the ceremony. Could this be done in a room in the Union for cheaper ?
   c. Consider cutting nursing white coat ceremony. Some nursing schools don't have white coat ceremonies and it could save some time and money.

6. **Orientation**
   a. Orientation for the new incoming P1 students should be suspended if there is such a huge budget constraint. One email and one PowerPoint/Tegrity could suffice in sharing information for new incoming students to replace an entire day of presentations/orientation. Pharmacy school could do P1 orientation but besides that, it seems a little too long and unnecessary.

7. **Furniture costs**

  a. Instead of buying new furniture, can we share unused furniture across the College to save on expenses (e.g. office chairs, tables?

8. **Purchasing Credit Card**
  a. Did you know that the more we use the University Credit Card, the more of a rebate the University receives? Where does that money go?

9. **Review cost benefit of PharmD Admissions Interview**
  a. Find alternatives which could save faculty and staff time.

10. **Study Abroad**
  a. Evaluate the benefits and value relative to cost of the study abroad program.

11. **Continuing Education**
  a. Look at alternatives that would save time and money

Personnel

1. **Faculty Searches**
  a. Examine ways to reduce search time and expenses - only interview top two candidates
  b. Conduct more Skype interviews
  c. Only pay to bring in one preferred candidate
  d. Reduce new faculty relocation subsidization
  e. Can money from development foundation help offset some of these expenses

2. **Reports/Paperwork – eliminate or make changes to reports not needed**
  a. Program Review – if department has already went through an accreditation process, this shouldn't be needed. Can the report be suspended as it requires lots of time?
  b. Annual University Assessment
    i. The University Assessment Committee requires our college assessment committee, and the nursing and allied sciences departments to write a report every year. For a decade or more, the University Assessment Committee has rated each of these reports very high and consider them as role models for other university programs. Instead of yearly reports, why not required them every 3 years (provide a "carat" for good work). This would decrease the workload over all.
  c. We have been asked to fill out forms for every guest speaker we use in a course. I understand this is a HLC issue, in response to fly-by-night, for-profit institutions that hire poor quality instructors. But is this paperwork really necessary at NDSU or for our College where we have high standards for faculty? Guest speakers either come in because they have specialized, unique expertise, or are residents working under close supervision of faculty.

3. **Staff Positions**
  a. A number of staff positions (typically answer to an associate dean and other departments) that are vital to the mission of the college, yet at certain times of the year could be used to offset faculty and other staff needs (cross-training and cross-staffing). Faculty time could be much better spent on teaching and research if they were freed up of entering grades and spending time entering pre-existing questions into Blackboard and ExamSoft, etc.

4. **Evaluate faculty/staff/student development travel funds**

a. Is Study Abroad necessary?

b. Are student reimbursements for rotations and experiences in Utah and DC necessary? Why are these student rotations and experiences paid for and others not ?

c. Reduce expenses on faculty and staff travel. Have every department develop a faculty development policy that places limits and expectations on travel (e.g. faculty must have a research paper accepted for presentation, or chairing a SIG group).

d. Require conference attendees to share hotel rooms and pay for own meals

e. Take shuttles instead of car rental.

f. Funds available every other year, double occupancy in hotel rooms, etc.

5. **Annual Evaluations**

a. Find ways to gain efficiencies in annual performance evaluations. Important, but very time consuming.

b. Can Digital Measures be utilized in the review process to save time ?

6. **Evaluating 12-month positions**

a. Review all 12 month appointments to determine if 12 month is truly needed and appropriate, maybe some 12 month appointments can be reduced to 9 month.

b. Suggest a further evaluation of the use of the 101 Change Form (https://www.ndsu.edu/fileadmin/vpfa/forms/HR-ChangeForm101-Instr.pdf). The 101 change form may be an appropriate way for interested faculty to "flex down" from full time during the summer months. The decreased FTE allocation would be a potential cost savings. This would be an excellent way to meet work-life balance and also save salary funds (section 5, subsection b)

7. **Review the alignment between the role non-professional employees play and the core mission of student-focus**

8. **Salary Raise**

a. Forgo salary raise state employee wide

9. **Flex scheduling**

a. work from home days – less wear on computers and equipment, a lot of us our jobs are very computer based and can be done anywhere we have access to internet and a computer – maybe think about change to summer office hours so much of the building can be shut down to conserve energy – maybe look at more high performing laptops that can be used both home and in the office for some of the as computer upgrades are needed. Instead of some that people that have both a laptop and a desktop along with iPad.

10. **Faculty workload**

a. Evaluate workloads of all faculty and effectiveness of all programs regarding efficient and effective use of human resources.

b. Offer more classes on-line

c. Due to reductions in personnel budgets, faculty may need to Increase teaching loads. If this occurs, compensate by providing more support via TAs

d. Pharm Practice - Offer summer course electives between Spring finals and the start of experiential

e. Evaluate role of CPE program and strain on Director of CPE (who has faculty and other administrative functions) which takes time away from his core faculty responsibilities. There will be a need for some administrative support for the CPE Director.

f. Evaluate and explain tenured faculty DOE% in research. How do they differ in the productivity expectations ? We should develop appropriate metrics to define the differences between 25%, 35%, 45%, and 50% DOE% related to research and there should be a measurable and clear differences between these assigned percentages. We should be able to explain and provide evidence and justification for the differences in DOE% in research to outside interested parties. The argument can be made that increased DOE% assigned in research without a corresponding increase in measurable research production/expectations takes away from teaching and isn't effectively accounted for when considering balance among faculty regarding workloads and overall faculty efficiency and effectiveness.

11. **Output Audit of Employees**

a. Conduct an external evaluation of how we use our faculty and staff (e.g. job audit) including the number and types of positions we have

b. Conduct a work output audit of employees in which work performance is evaluated

    i. Number of classes taught and research conducted that supports graduate students

    ii. Which faculty/staff fully utilize or do not utilize their office space

    iii. Staff that support students

    iv. Associate Dean or Vice, and their Administrative Activities and Roles

Technology

1. **Computers**

a. Evaluate the use and need for laptops. They are more expense and possibly not always necessary or needed and can be reduced to say money.

b. Increase length of time for computer replacements, use a replacement schedule based on need and availability of funding

c. Consider a five-year replacement cycle

d. Institute a required setting on every computer in which it will automatically power down on Friday after 5 p.m.

e. CLASSROOM Computer upgrades

    i. Some of the computer upgrades that are done each year to improve the system in our classrooms has led to problems for faculty who use TurningPoint and Tegrity software. When upgrades are done, there is usually no communication with faculty. Sometimes we would be better off, missing the latest upgrades, if they impair the functioning of other systems.

2. **Printers**

a. Share printers

b. When printers fail, setup network printing to a different printer

c. Get more network printers that duplex to replace individual printers and avoid toner and maintenance costs

3. **Printing**

    a. Restrict color printing - cartridges are expensive
    b. Reduce hard copies and post information electronically via email and Blackboard.
    c. Continue to encourage a decrease in faculty printing
    d. Consider printing the student printing allocation
    e. Email Dean's List certificates to students instead of printing and mailing out. Saves on printing, envelope, and postage costs.
    f. Eliminate printing of all meeting agendas and documents, encourage electronic use instead (e.g. iPad, laptop), or faculty who prefer can print hard copy ahead of meeting

4. **Evaluate Software licenses and determine if all necessary and appropriate**
    a. Use E-Value for curriculum mapping and eliminate Atlas.
    b. Exam Soft
    c. OSCE
    d. Review all College and Department licenses for appropriateness
    e. Increase use of Exam Soft. This serves to greatly reduce instructor grading time of assessments, and allows for much more robust curriculum and ABO mapping abilities. This could perhaps also help serve to eliminate the need for Atlas if all faculty were on board with using Exam Soft. This also cuts printing costs dramatically and eliminates the need/time for use of ITS in grading processes.
    f. Hire a dedicated person as a statistics and data analysis expert to assist faculty with their statistical analysis of data. This would also save time of senior faculty who are often used by junior faculty to assist them with this work. It would also increase efficiency and productivity of faculty publishing and provide more scholarship opportunities for statistics professional. Maybe even a graduate student in statistics would work.

5. **Evaluate use of iPads as mandatory technology for students**
    a. The campus is not iPad friendly, Blackboard does not support all functions (live chat) for iPads, Excel is used in select classes. In addition, it is an added strain on the department budget to supply faculty with the newest iPad version to accommodate Apple update policy/practices as well as to provide this technology for new incoming faculty. Tablets are cheaper, more easily upgradable with programs compatible with our campus and technology, and just as effective to use.

6. **Review of equipment service contracts**
    a. ParataMAX – renegotiate contract for one time per year maintenance (August of each year)
        i. Can the Parata be sold?

7. **Telecommunications charges**
    a. Can phone lines be disconnected?
        i. Landline is a personal professional number
        ii. This allows for 911 to be dialed in emergencies
    b. Is it ok to still be paying a rental fee even after the phone has been paid for?
    c. Eliminate landlines

8. **Telecommunications Process**

a. Telecommunication paperwork process is outdated and a nightmare. They expect staff to understand telecommunications lingo. Using a red pencil to make changes on documents that are photocopied are ridiculous.
   i. An acceptable practice would be to submit a work order through the helpdesk on the phone changes that are needed would speed up this process by over an hour. The current process is a time killer.

University

1. **Make sure athletics bears its share of the cuts**
2. **Eliminate unnecessary committees and committee meetings**
3. **More legal support**
   a. Having only one attorney to address all legal matters in a University the size, scope, and complexity of NDSU produces great inefficiencies, causes great delays and consumes greater time, and places the institution and Colleges at risk because things that need to be addressed do not get addressed.
4. **United Way Campaign**
   a. Eliminate University's United Way Campaign. Hundreds, if not thousands, of man-hours go into running this campaign each year. This seems to me an untoward use of public funds, especially in the current landscape. With a leaner workforce moving forward, the hours spent on the United Way campaign might be better spent on university business.

As of 3/15/2017