The Administrative and Business Efficiencies Work Group convened upon the request of the UCSF School of Nursing Faculty Council. The charge for this task force was to develop a list of recommendations which would provide more efficiency and cost savings in our business and administrative operations.

The Task Force members are as follows: Co-Chairs-Mary Louise Fleming and Karen Mah-Hing, Helen Birkeland, Judith Ferrera, Michelle Kim, Maureen Leung, Jim Negri, Bob Newcomer, Tiffany Nguyen, Kent Pinster, Beth Phoenix, and Susan Wong.

The Committee shared and discussed suggestions which fell into a few major categories.

**IMMEDIATE CHANGES/ACTIONS** can be made in our behaviors that can reduce expenses to the School and to the Campus. These include turning off lights and electrical devices when away from the desk, reducing photocopying for meetings and classes, encouraging students to bring laptops for use in class, and reducing the number of printed publications (Science of Caring and the Bulletin). It was recommended that the use of the Campus Procure to Pay system, a school master calendar and the use of Outlook for scheduling meetings be adopted as the only schoolwide system.

It is recommended that departments continue to examine potential for work consolidation within and across departments. For example, the recent reorganization in IHA and SBS under one manager has proved successful.

The S/N Research Services Administrators (RSA’s) meet quarterly, and should continue to explore opportunities to improve the grant management pre/post award process. For Private and other Pre-Paid awards, it is recommended that departments focus more effort to verify the receipt of payments from the sponsor before charging expenses, thus avoiding overdrafts and increasing any STIP interest that is generated. One issue the RSA team could explore is the feasibility of recovering administrative costs (printing and telephone) via a recharge mechanism.

**TECHNOLOGY.** This is a key concern that drives efficiencies at many levels and is divided into four areas for further discussion.

Technical support. With the proliferation of the types and numbers of devices used by faculty and staff, it is recommended that clear and standardized guidelines be developed which specify who is responsible for support of these devices and what is included in that support. In light of the recent assessment completed by the Leadership Team, that report needs to be reviewed to assess the numbers of support staff needed to adequately maintain equipment and support educational programs and institutional communication.
Website or web portal. Develop and maintain a website which would be a repository of internal communications, School of Nursing procedures, contracts and grants information, School of Nursing Master Calendar, room reservations, training modules, etc. to provide an efficient way for faculty and staff to find what or whom they need in a central location.

Systemwide Change. Move toward developing one system to eliminate redundancy and improve collaboration between the School and Campus services that are essential for records, databases, and other key operational information. Over the years the School has developed a number of unique systems to meet our business needs. It is recommended that multiple systems be eliminated to more easily share and maintain accuracy of information and reduce the need for entering data at multiple points. This includes working with Campus systems in the Registrar’s Office, Campus Controller’s Office and Contracts and Grants.

Inclusion in the Campus Server system. Our ability to grow our technical infrastructure is constrained by availability of space and portals for new servers. The Campus has just built a Server facility and it is strongly recommended that the School obtain space at this facility. We are currently unable to implement the roll out of the web-based CENTRAL system as security of vital data must be protected. To meet the requirements of the Campus Audit Division and Information Security, working with outside vendors to host our information is costly, time-consuming, and most importantly decreases our ability to plan effectively for the future, efficiently use staff to manage information and centralize information across departments. A server within the Campus domain is needed to move forward with a program that has already used extensive resources during the development phases and would provide the security that all other Campus systems have.

MENTORING AND TRAINING OF STAFF. It is recommended that more training and mentoring be available to staff for re-tooling and career development that is in service of the changing environment. The School managers would be responsible for developing this within their departments and across the School. Training could include use of the Campus Development and Training resources and SON staff experts in various areas such as use of Powerpoint, Excel, Word, IT troubleshooting, etc.

STUDENT ADMISSIONS PROCESS. It was recommended that the Student Admissions Process be examined to ensure the online system is complete, promotes ease of use and has up-to-date information re: the applicants, their stage in the application process, and communication triggers to notify faculty as the process changes.