

Summary
Employee Forum PACE Survey Results

February 2, 2007

(This version for public viewing has been edited to remove any identifying information that was submitted.)

Recommendation	Specifically	Notes/Cautions
Improve energy efficiency around campus	<ul style="list-style-type: none"> • Repair/upgrade older buildings that are very drafty and consume huge amounts of costly energy for heating and cooling • Build passive and active energy conservation into new buildings • Put solar collectors in parking lots to shade cars and provide solar power • Put energy efficient light bulbs in residence halls, where massive numbers of lights are left on all the time • Adjust heating and cooling in buildings on weekends, instead of leaving HVAC systems running full blast in unused spaces • Restrict travel and rely more on webcam teleconferencing • Improve incentives for bus use and bicycling, including creation of more in-town bike paths 	
Promote recycling and resource conservation	<ul style="list-style-type: none"> • Cease paper publication and being electronic distribution of: <ul style="list-style-type: none"> ○ University Gazette ○ Endeavors ○ Pay stubs every two weeks or month ○ Announcements & memos • Publish tips for employees on how to conserve resources on the job site • Quit giving out free campus phone books to all of the residents of the surrounding community 	
Cut ineffective projects	<p>“Bioportal” project cited as</p> <ul style="list-style-type: none"> • very costly • grossly inefficient at what it is supposed to do • not at all well-accepted by the intellectual community it is supposed to be serving <p>Suggestion is to hire independent, outside auditor to review project. Respondent</p>	

	feels confident that independent review will recommend pulling the plug on it.	
Consolidate core facilities and functions	<ul style="list-style-type: none"> • Physics, Chemistry, Computer Science, Energy Services all have their own machine shops and electronics shops. Combine these into one unit with the best equipment and the most professional staff. • Printing Services • Motor Pool • Accounting systems in use by various units around campus vary widely. No continuity or connection between systems. Make it more uniform. • Look for ways to gain economies of cost across colleges and units on campus here, just as we're trying to do across the 16 constituent universities of the system 	
Outsource jobs	In Physical Plant	<p>Caution:</p> <ul style="list-style-type: none"> • Make sure that outsourcing really does deliver <i>long-term</i> as well as short-term cost savings • Make sure that quality of the end product does not decline.
Human Resources issues	<ul style="list-style-type: none"> • Under no circumstances should we remove employees from state personnel system; resulting loss of morale and confidence will result in huge long-term costs to University as employees leave • Make creation of positions more efficient; it takes too long—too many staff hours and too much paperwork. Can be done <i>without</i> taking UNC system out from OSP. • Make sure people can use their leave time, so that people don't leave University employment because they're in jobs where they can never really do so • Use Tar Heel Temps exclusively; they charge less for their service. • Reduce turn-over rate in Human Resources, which is huge and thus costs the University a lot of money 	
Formulate clearer targets	• Formulate clear, achievable goals for various units on campus; measure them	Examples where

	and their staff against these targets	improvement is necessary: Academic Advising; Study Abroad program
Improve scheduling	<ul style="list-style-type: none"> • Hold classes four days a week, thus reducing heat and air conditioning costs for buildings and allowing some staff to save commute by working only four days per week. • Hold classes on Saturdays to improve use of space resources by spreading out timing of events so that more space resources are not needed • Improve scheduling of Facilities personnel who work so much overtime that their OT pay exceeds their base pay; reduce need for OT pay 	
Trim staff	<ul style="list-style-type: none"> • Middle-management positions that accomplish very little seem to proliferate • Let outside efficiency experts study supervisory and management jobs to recommend more efficient use of salary and space resources • There are more vice chancellors than are really needed. Trim some of these positions. 	Examples cited: Office of Clinical Trials; OSR
Install drop boxes	<ul style="list-style-type: none"> • Place convenient drop boxes for timecards of temporary workers, to prevent their having to travel to AOB to turn in timesheets every two weeks. • Place after-hours drop box in Bynum for deposits, so employees can make them on their way home rather than interrupting their work day to carry them over and then fight for parking space 	
Purchasing things	<ul style="list-style-type: none"> • Open it up to allow purchasing from other vendors, if a University department can get better prices from them. • Get Sam's Club memberships for departments • CABS system needs overhaul • Use RICOH for printing and copying machines and supplies; they're much cheaper and very good quality 	
Campus Mail	<ul style="list-style-type: none"> • Add building address to campus mail, to facilitate speedy delivery • Update campus mail address info more quickly so that mail handlers and carriers don't wind up carrying useless mail for long-gone employees for months and months and months after their departure 	
IT issues	<ul style="list-style-type: none"> • Consolidate number of servers on campus • Improve central ITS services so that other areas of campus don't feel like they 	

	<p>have to try to provide their own IT person(s) in order to get anything done</p> <ul style="list-style-type: none"> • Combine all campuses under a site license for widely used software, such as Autodesk software (ADI) and get price breaks • Need more efficient, campus-wise system for engaging in certain processes, rather than piecemeal system that currently exists (with its attendant overlap, gaps, and inefficiencies) • Save time wasted on spam email by having programmers write AI software to block it 	
Health Insurance	<ul style="list-style-type: none"> • Audit the current system to figure out relationship between high premium costs and • Allow several providers to vie for our individual business, not just one provider • Make single staff pay for part of their premium costs • Provide a really low-cost, UNC-system-only option • Create tax breaks for citizens who pay for their own health care 	
Do not let it end	PACE needs to be an on-going process—not a one-off effort.	
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Employee Forum PACE Survey Monkey Results

January 29, 2007

Do you think the University can provide one of its services or do one of its tasks more efficiently? If so, please describe your idea. Be as specific as necessary so that PACE project leaders can try to follow up on your ideas.	Do you know of areas where you think UNC is not spending its funds wisely or is being wasteful? If so, please describe where the waste is and how you think the problem can be corrected. Again, be as specific as possible so that PACE project leaders can try to follow up.	Do you have any other thoughts you would like to share about the PACE initiative?
I like this survey and I believe that if the University would just take advantage of all the improvements in energy efficiency we could save far more than the PACE committee ask for	We need to do careful studies when trying to decide to outsource a service. For example at least 1,000,000 was spent trying to outsource the stock room in Facilities and now the administrations is going to set it up again	PACE needs to be an ongoing process not a one time one.
	As a resident advisor, I have seen the extreme waste that occurs in residence halls. The lights that are left on in bathrooms and hallways and even closed closets must be turned off. If not this, then there are many ways with which the sustainability office will be more than willing to change the current, wasteful bulbs into smaller, more efficient ones. This could literally save us tens of thousands of dollars, which has already been proven in the research of the sustainability office.	
	Outsourcing of jobs performed by Physical Plant would save units money. Charges are exorbitantly high and work could be done at less expense by contracting with private vendors.	
Use some renewable energy sources. In North Carolina, the sun is abundant! Use solar panels in parking lots (solar panels also provide shade for cars), and on some roofs too. It will require an investment but it will save money after just a few years. Also, please air condition Fetzer Gym properly. Although you may be saving money by providing minimal air conditioning in summer (air temps are often around 90 degrees! while people play basketball and squash, etc.), someone will surely have a heat-related accident and potentially death. The university will likely get sued and the savings on air conditioning will not have paid off.		

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	<p>In new construction and renovation, contractors and designers are building defective buildings, and in some cases poor buildings. However, projects are accepting these new structures with problems and defects because of two reasons: time pressure (the building runs up against the deadline, and must be put into use), thus many corners are cut, and defects accepted so the building can be occupied. These resultant problems are pushed off onto the building owners and users. In many cases electrical wiring has to be re-done at UNC's expense, and upgrades, repairs, etc. have to be done at our expense to make the building functional. The second reason is that it was built to design, but the design was inadequate. In all cases, those performing and overseeing the building project get paid, and are off the hook, leaving UNC with massive cost to make things work, and massive maintenance cost. This is a huge problem, and a huge expense to UNC. The state looks at how it has gained more capital. But no private industry would accept such poor designs and workmanship without a fight, nor accept such high up-fit, or maintenance costs of new buildings.</p>	
<p>The creation of positions in the University takes a much longer time than is necessary. I understand that hiring practices need to be fair and there is a protocol that needs to be followed, but when only one person is right for the job, it shouldn't take 8 months to hire them because of the paperwork.</p>		
<p>I would warn against just looking efficiency. Efficiency includes on cost per unit of production (cost per widget etc) and does not include consideration of quality or effectiveness of the service. There are many services in my mind that can be done cheaper or more efficiently, but I would worry the quality would decline along with employee morale.</p>	<p>Overall, financial accountability is not a problem. What should be looked at more carefully is accountability for performance.</p>	<p>Commonly, parking lots are shut down on campus (SOG Knapp-Sanders) during sporting events even when faculty and employees need to come in to work. Despite that these faculty and employees have permits, they are denied access to these lots. This strategy says much to those that are turned away including that sporting events are more important than academics, whether it be research, teaching, or engagement with North Carolina constituent groups.</p>

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<p>There ought to be a clearer set of targets for each level of each department against which staff, particularly, are measured. The absence of such targets, and subsequent accountability for them, permits less sharp focus.</p>	<p>Not specifically, though. In my experience departments are short of both funds and people. When I say short of funds I mean operating funds. We do extremely well at receiving gifts, both corporate and private, but these may be a mixed blessing. For example, a gift that is - by donor-design - aimed at a specific area is then ring-fenced and unavailable for use at the discretion of respective Deans or heads of department. This can mean that there is a great deal of money, but it is not available for the more prosaic and necessary tasks that make a place function.</p>	<p>There is inefficiency and waste in every organisation, UNC is not an exception. Therefore exercises such as PACE are valuable, provided that they do indeed expose the real areas of inefficiency and improve general performance going forward. However, I have some concern that it becomes a political bunfight - I can't think of a better phrase! - and leads to a period of poor morale and planning stasis. Rather than a general review of inefficiency, I think it would be helpful if leadership would indicate what it is they are aiming for and what good they hope would come out of the review. Otherwise it may be perceived as an implication that staff are fat and happy, when of course the opposite is normally true.</p>
		<p>In thirty years in the workplace, I have never worked in more resource-deprived environment. I work in a dilapidated office with inadequate HVAC and lighting; I buy my own desk lamps and many office supplies because the UNC can't provide them. I love working in education, but resources are already spread so thin it's hard to think in terms of being wasteful. President Bowles should worry more about providing adequate resources and then maybe worry about whether they're being wasted.</p>

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<p>The Academic Advising department is extremely ineffective. Often times students realize this after their first semester, having been told by orientation advisors to just talk classes that 'will make you happy,' and then have to scramble through the rest of their first two years of college trying to fulfill basic, GC requirements. Other times, such as in the case of many Teaching Fellows and Education majors I know, older students think they have planned out their schedule to give themselves enough time and credit hours to graduate on time, and then are informed halfway through their junior year that there are five classes never before mentioned that they have to take. Whether that's inefficiency or just the university trying to get the extra tuition and housing money from summer school, I just don't know. Similarly, the Study Abroad department sends out emails less than a month before applications are due, adding on things such as recommendations that weren't previously listed on the application. They also answer very rudimentary questions, such as 'what courses are offered at this university,' with 'well, I don't know, you're just going to have to figure that out on your own.' While I can respect that students should have to do a certain amount of research on their own, this is ridiculous. Similarly, I know at least one student who emailed her study abroad advisor asking questions about how she was actually supposed to get to her destination, and got an email two weeks AFTER she got to her university, saying 'Haha, guess you got there alright.' These departments need to at the very least hire knowledgeable people if they expect these departments to aid students in any way, otherwise there is no point to even having them.</p>		

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<p>Finish one construction project before starting another! I realize UNC has to go with the lowest bidder so I'm not going to complain about how shoddily many construction projects are done; nor am I going to complain that they are never-ending, because I realize people like to pretend that needlessly changing the location of a crosswalk (and taking a year to do it) is really necessary for the university community. However, I'd like to see that crosswalk change completed before the only passageway to my eight a.m. class is completely shut off from pedestrian access. At least then I could have some idea of a viable route to take to class that would not entail me getting up extra-early to map it out beforehand.</p>	<p>See above construction. Since we have to take the lowest bidder, they're going to eke out as much of our tax- and tuition-dollars as possible: so they are going to take four times as long to complete their task (poorly) as would another, better-paid company. Also, I think housing deserves a lot more recognition and remuneration than it gets. Office Assistants are the lowest-paid student employees at UNC, yet they do some of the most trying work (read: they babysit football players, teach freshmen how to do laundry and work late hours for minimum wage -- now minus their raise incentive, since \$6.15/hour is obviously more than sufficient for their tuition/rent/books/food).</p>	
<p>Facilities Services. I think that many of the services offered by Facilities Services such as plumbing, carpentry, and housekeeping could be contracted out and save the university money. I think UNC would need maintain some core leaders to oversee the process and to make certain that contractors are committed to meeting the unique operational needs of the UNC research campus.</p>	<p>Facilities Services - some areas</p>	
<p>Yes. Our building is very energy inefficient. There are gaps in the windows so the heat has to be turned way up in the winter. This also impacts cooling in the summers. We actually have to TAPE the windows in winter to stop the air leaks. I'm sure it's not just my wing of the Medical School. Also, sometimes the AC units are randomly turned on in the winter in the waiting areas, even on cold days.</p>	<p>See above.</p>	

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<p>Consolidate core facilities. Many departments have their own technical staff -- machine shop and electronics shop, for example. Physics, Chemistry, Computer Science, Energy Services, have each their own. Why not have all the departments share one facility having the best equipment and professional staff to do the job?</p>	<p>Technical Staff wages at UNC are low and way out of line with the private sector. If you look at the technical staff employment postings, you rarely see wages over \$50K / yr. A family of 3 can not afford to live in Chapel Hill on income less than \$50K. Trim the UNC work force, and those you keep give them a livable wage.</p>	<p>Erskine Bowles, Elizabeth Dole, Michael Easley == Who are these people? You rarely hear about them in the news? What do they do???</p>
<p>I have had issues regarding classroom reservations. You can not reserve a classroom until 2 weeks after the semester has begun. I have had several times where I had faculty candidates coming in where I needed a room for them to give their job talk for one day. I was not able to reserve a classroom for the talk since it was just after the semester had started.</p>		
<p>Grounds and Maintenance as well as Housekeeping. These positions are not being properly supervised. [If supervised correctly, this should resolve some of the problems of these employees 'slacking off' on their responsibilities] Another is printing. This is one area where there could be a centralized system for the UNC System</p>	<p>Too much paper. Each week staff members are inundated with flyers and/or announcements addressed to each employee. These announcements can be sent electronically and/or to the chairs and departmental managers for posting in the depts. This will cut down on the cost of producing these flyers.</p>	<p>Too many management& middle management (basically doing the same work) positions being paid too much with little accountability. This reflects poorly on the departmental chairs supervising these positions. This is by far the area that should be concentrated on, instead of employees who are making just enough money to put food on the table!</p>
	<p>Instead of bring retired employees back to work, why not hire an employee that will be here 40 hours a week to cover areas that need to be covered. I understand the amount of time an employee works adds knowledge, but when they are getting ready to retire they should have someone shadow them and gather all the knowledge to do the job.</p>	
<p>We should have electronic pay stubs. We waste a lot of time and paper sending out printed copies to everyone. For employees who have access to email why not just send it as a secured document?</p>		

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	<p>I believe that each department should have a consultant come in and due a thorough investigation of everyone's job activities. Corners would surely be cut. There are hundreds of employees on campus that receive a paycheck for 40 hours of work a week, however, they only work a couple. Without being negative and 'bashing' people unnecessarily, please let me give you a few examples.</p> <p>Examples: XXXXXXX, at XXXXXXXXXXXXXXXXXXXX. This employee is considered a faculty member however XXXX does not teach. XXX true working title should be know more like an Administrative Assistant I with a salary of 35,000, however, XXXX is making between 60,000 to 70,000 a year. XXX is really an administrative assistant to XXXXXXXXXXX. This employee does not meet the criteria of a faculty member or even an EPA non-faculty. Considering the type and amount of work that XXXX does, XXXX should be considered for a part-time Administrative I position. Please investigate this issue. XXXX was given this high position because XXXX and XXXXXXXXXXX have been friends for years. This employment is not fair to the rest of the UNC employees who work very hard to try to succeed in going further. PLEASE INVESTIGATE THIS</p> <p>Next example XXXXXXXXXXX at the XXXXXXXXXXXXXXXXXXXX. XXXXXXX works with the Budget. XXXX supervisor is XXXXXXX. XXXX has been out of work on leave for months. The work that XXXX would do if XXXX were here is being handled by XXXXXXXXXXXXXXXXXXXX. These two employees are not overload with work by taking on this extra responsibility. I feel that if they are able to handle this work then why does the employee need to come back? Please investigate this.</p> <p>Thank you...I do not have any hard feelings for either of these ladies...But when thinking of cutting costs, these are the firsts jobs that I think off.</p>	
<p>Use less paper. HR comes to mind with the paper timesheets and whatnot. Let employees work from home more to save on energy in their offices.</p>		
<p>Fire XXXXXXXXXXX. She's a hold-up every step of the way.</p>		

<p>Do you think the University can provide one of its services or do one of its tasks more efficiently? If so, please describe your idea. Be as specific as necessary so that PACE project leaders can try to follow up on your ideas.</p>	<p>Do you know of areas where you think UNC is not spending its funds wisely or is being wasteful? If so, please describe where the waste is and how you think the problem can be corrected. Again, be as specific as possible so that PACE project leaders can try to follow up.</p>	<p>Do you have any other thoughts you would like to share about the PACE initiative?</p>
	<p>My concern is an environmental as well as fiscal one. General campus announcements (for example: announcements regarding employee awards) are being sent both in email messages as well as in the form of paper flyers. With our efficient email delivery system, there is absolutely no reason for sending a piece of paper to every single employee regarding such announcements. The waste in doing so throughout campus is staggering, as people hardly glance at such papers before throwing them in a trash or (we hope) recycling bin. Granted, employees in areas such as housekeeping may not have up-to-the-minute access to email, but surely most, if not all, employees check their campus email every few days, which would be sufficient in nearly all cases (also, flyers posted on bulletin boards could substitute for the hundreds of flyers put in employee mailboxes in a given department). The University needs a stringent policy limiting the distribution of paper announcements. This could certainly be an initiative for the Office of Waste Reduction, and I have always been amazed and rather upset that they have not taken these steps thus far. I know my sentiments are echoed by many in my department. In addition to the environmental impact of such waste, one must consider the waste of campus resources - in terms of employee hours - in printing, preparing, and distributing such announcements.</p>	<p>Thanks for your efforts!</p>
<p>Instead of sending paycheck info to all staff in hard copy, allow faculty & staff to opt for their pay 'stub' information to be sent via email.</p>	<p>Allow all employees to choose whether to receive information (i.e. employee forum info, etc.) from the university via hard copy or email.</p>	
<p>I'm sure they can, although no particular service or task comes to mind. We seem to have a lot of duplication on campus. Services that are similar, but not working together.</p>	<p>I think where things can go electronic, they should. Timesheets for instance. How much paper do we waste. And how many human errors are a result of some much paperwork. Get that electronic system going.</p>	<p>Efficient should not mean lay-off. I hope whatever changes the PACE initiative implements helps the university's current employees to be more productive. Layoffs leave additional responsibilities to fall on the shoulders of those who are left. Don't burn your employees out!</p>

<p>Do you think the University can provide one of its services or do one of its tasks more efficiently? If so, please describe your idea. Be as specific as necessary so that PACE project leaders can try to follow up on your ideas.</p>	<p>Do you know of areas where you think UNC is not spending its funds wisely or is being wasteful? If so, please describe where the waste is and how you think the problem can be corrected. Again, be as specific as possible so that PACE project leaders can try to follow up.</p>	<p>Do you have any other thoughts you would like to share about the PACE initiative?</p>
<p>The Office of Clinical Trials within the Office of Sponsored Research has more FTE than required. The creation of this office placed too much emphasis on the pre-award review while the actual limitations in processing the protocols were in the area of legal review. Rather than focusing on improving that one facet of the process an entire office was created. There are too many FTE's in that office especially considering there is NO post award responsibility. Unfortunately there has been no improvement in the processing of clinical trial protocols. Those funds/FTEs would be better utilized in other roles in pre and post award administration in the Office of Sponsored Research.</p>	<p>The Office of Sponsored Research has created and filled three Accountant II positions that are not filling the role they were designed for. That office should review their priorities and consider abolishing those positions and creating more lower level pre-audit and reporting positions. OSR should also review the productivity of their Contract Specialist and determine why there is such disparity in the volume and quality of work being processed between the different Specialist.</p>	<p>If UNC-CH is serious about addressing PACE concerns there should be a real review of the large 'C' and small 'c' centers. There is significant administrative overlap when each unit establishes yet another administrative infrastructure. Some of these C(c)enters should be merged or absorbed back into traditional schools/departments/established centers.</p>
	<p>I know of several employees within the maintenance organization that actually make as much if not more than their official salary in overtime. It seems to me that this is not a good use of resources as overtime should be for emergency work or scheduled well in advance (which would allow for non-overtime hours just changes of schedules to accommodate). If the time were used more wisely during normal working hours it would/could reduce the amount of overtime required, therefore, reducing the cost of maintenance to buildings and allowing the funds to go further in maintaining the facilities.</p>	<p>Like every other study that has been done like this in the past, many good ideas are generated. Unfortunately, the operations & administrative sides of the house are often the organizations that suffer the largest cuts. The cumulative effect is to not be able to retain good employees who are skilled and talented in their chosen fields. These departures often leave the most ineffective employees in place because they have no where else to go. The campus could benefit from having some sort of incentive program to reward excellent employees.</p>
	<p>No Friday classes! This would save electricity in classrooms. Classes would be longer and held only on Mon/Wed and Tues/Thurs. SPA employees would be encouraged to work 10 hour days with Fridays off or 9 hour days with every other Friday off (like the EPA does). Everybody would be happier with a 3-day weekend. There would be less cars on the roads and less money spent on gas for commuters.</p>	<p>Do away with the University Gazette - it's a waste of money and paper and should be put entirely online. Arts & Sciences should do away with their Endeavors magazine - it too should be put online to save money and paper.</p>

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No	No	After all the budget cuts that our institution and other institutions have been experiencing over the past several years due to the Governor's request to revert back state allocated money, to now be asked to make further cuts could be more detrimental in how this University functions. Since this and all the other institutions have been required to severely cut back over the past several years I believe this has already forced them to cut back on being wasteful and find ways to be more efficient.
Staff who take ownership need to be encouraged and are more cost effective in the long run than outsourcing with consultants and contract labor.	In the short term outsourcing will seem less expensive, because costs will be kept down. In the long term this will be more expensive, as consultants will be ever changing over the years, and as part of this, the University will be paying for each consultant's learning curve. Outsourcing and dismissing of long-term employees also affects morale, causing reduced effectiveness and a higher turn-over of personnel.	
We have old buildings on campus requiring much needed attention for maintenance. Around us new buildings are being built while old ones stand bleeding. Brinkhous-Bullitt leaks air like crazy during hot and cold times of the year. You can feel the breeze around windows when it is windy. The rain comes in around cracks in the window and forms puddles on the floor. The heat radiates through the glass in the summer and you have to wear 2-3 layers and wool socks in the winter to stay warm inside your office. The bathroom faucets and toilets drip continuously in the main first floor bathroom. There are dangerous floods in the basement and leaks in the chase from the Medical Examiner's Office a couple times each year. Yet the building gets no attention other than a few band-aids. The building probably uses much more electricity and water than it needs to.	With so many people having access to computers I would like to see the University go toward paperless. Weekly we still receive University wide announcements such as the University Gazette, Election ballots, bookstore adds and a multitude of other paper items. Many of these could go out as email items for those that could opt-out of paper announcements and receive them by email.	I would also like to see University wide email information or a monthly email 'newsletter' created and sent to employees to give information about how we all can share the responsibility of being more efficient. Items like double sided copies, preventive maintenance contracts for refrigeration equipment (for efficient operation), recycling ideas, reminders about turning lights, computers and other electrical equipment off after hours and use of minimum heat/cooling settings would be some ideas. Who to call lists would be helpful so people would know how they can respond to inefficient problems they might personally identify.

Do you think the University can provide one of its services or do one of its tasks more efficiently? If so, please describe your idea. Be as specific as necessary so that PACE project leaders can try to follow up on your ideas.	Do you know of areas where you think UNC is not spending its funds wisely or is being wasteful? If so, please describe where the waste is and how you think the problem can be corrected. Again, be as specific as possible so that PACE project leaders can try to follow up.	Do you have any other thoughts you would like to share about the PACE initiative?
Too many low-level administrative positions (office assistants, project assistants, etc.)... they could combine two or three into one position if workload allows.	More IT staff would be good, there never seems to be enough IT staff.	I'm all for efficiency, but not at the cost of others' jobs.
Duplicate mailings of items like the Alumni magazine. As an alum and an employee I get two copies. This costs in printing and mail service. IF an alum is also an employee, the campus copy should be enough. Better still, give us a choice of getting a print or an electronic copy. That would save quite a bit of money.	See above. Why not try to move to all electronic publications within a five year period?	
Temporary employees have to turn in their timesheets at a location off-campus -- the HR department down Airport Rd. This means that a simple task like turning in a piece of paper makes the thousands of temporary employees have to drive an extra trip every two weeks to drop a piece of paper in a bin, just so they can get paid. If the bin were at least on main campus, temps could walk and drop it off on their lunch break. Of course, an electronic system for turning in timesheets for all employees makes more sense -- but even in the interim, before that kind of a system can go forward, a drop box for temp timesheets on campus instead of off, makes much more sense, efficiency-wise.		
Replace old HVAC systems use heating and air conditioning systems at the same time with energy efficient HVAC systems. Construct healthy work space with windows and plants to utilize natural light which promotes employee health and well being. The more windows and plants the healthier employees will be saving the university money in productivity. Regularly send emails to all University employees and students educating them on the benefits of recycling.	See above	

Do you think the University can provide one of its services or do one of its tasks more efficiently? If so, please describe your idea. Be as specific as necessary so that PACE project leaders can try to follow up on your ideas.	Do you know of areas where you think UNC is not spending its funds wisely or is being wasteful? If so, please describe where the waste is and how you think the problem can be corrected. Again, be as specific as possible so that PACE project leaders can try to follow up.	Do you have any other thoughts you would like to share about the PACE initiative?
	<p>The area of travel is where I think money could be saved. With the modern technology we have, web conference meetings are very easy to handle. If you hear private business people talking, the first thing cut out by their company is travel - no travel. I don't believe it is necessary to go view a telescope in Africa when there are units on campus that can't buy supplies because of lack of funding. Staff/faculty on campus view attending conferences as vacation - find a place (ie, Hawaii to snorkle or Colorado to ski) you would like to go that you could spend a few extra days. Also I think state contracts with vendors make you spend more money. Give us more flexibility in units' buying power.</p>	<p>This is long over due.</p>
	<p>We use Staples to purchase items and I believe that is campus wide. The prices are supposed to be less expensive in comparison to the regular prices offered to the public. This seems to not be the case many times. I use other companies to purchase items because I can usually get the same product at a significant price reduction. For example, I needed to buy 1Gig USB memory sticks for a few employees. The price at staples at that time was around 80 dollars each. I found a site that offered them for 45 dollars each! And they were 2 Gigs!!! That's one fourth of the product price per gig! This is one of many examples that I believe UNC can save millions on costs if we were allowed to use ANY company to purchase items and NOT be limited to 2500 dollar P-card limits. The savings could be much more on those kinds of items!</p>	<p>I believe there is millions of dollars in waste that could be recaptured if management would use common sense INSTEAD of standardizing the purchasing process that results in an immensely high cost.</p>
	<p>Has anyone ever considered adding an after-hours deposit box at Bynam Hall for Cashiers deposits? Instead of making a trip in the middle of the work day and having to find parking near Cashiers, a drop box would allow me to deliver daily deposits on my trip home in the evening. I imagine that there are many others on campus that would utilize this option. Thank you for your consideration.</p>	
	<p>A few months ago, every house in my neighborhood received a copy of the UNC Campus Directory. I was very surprised that UNC would spend the money to print paper copies of this directory and deliver it to Chapel Hill neighborhoods. This directory weighs more than 1 pound and the printing and delivery costs must be astronomical. How many residents, many of whom don't work at UNC, will actually use this directory? In this era of internet and cell phone use, most people will look up phone numbers and UNC resources on the internet. This seems a total waste of money, time, and effort to me.</p>	

Do you think the University can provide one of its services or do one of its tasks more efficiently? If so, please describe your idea. Be as specific as necessary so that PACE project leaders can try to follow up on your ideas.	Do you know of areas where you think UNC is not spending its funds wisely or is being wasteful? If so, please describe where the waste is and how you think the problem can be corrected. Again, be as specific as possible so that PACE project leaders can try to follow up.	Do you have any other thoughts you would like to share about the PACE initiative?
<p>As an SPA employee, I enjoy the tuition benefits and have enrolled in a few courses at the university. Somewhere there is a break down between benefits and the cashier's office. The past two semesters I have faxed my tuition reimbursement form to benefits well in advance of any registration deadlines. The benefits office has assured me the form will be taken care of. Both times I have had to make numerous last minute phone calls to the university cashier's office and to the registrar because they did not receive my tuition reimbursement from the benefits office.</p>	<p>Many copies of The Employee Gazette sit in our office, unread. Could this newspaper be published online, with a link emailed to employees instead of printing a copy for each person? The building I work in is EXTREMELY cold during the summer months. The university is wasting an extreme amount of energy and making many people uncomfortable by keeping the air conditioning so cold. Could the university put up signs to remind people to use the revolving doors when possible? The revolving doors save energy by not letting the outside air into buildings.</p>	
<p>I work in the UNC School of Social Work Field Education Program. Recently we saw a demonstration of a web-cam broadcast. This would work very well in Field Advising for students who are completing their field requirement out of state or out of country. It would also be helpful, and much more cost effective, for long distance placements within the state rather than paying for travel, lodging and meals a field advisor to fulfill the requirements of field placement. Web cameras for computers are \$60 each. Our complete department could be outfitted for what it would cost for 5 of these visits. Per student there are 3 visits required per year.</p>	<p>A web conference might also be more cost effective for monthly Faculty Senate meetings. We have people coming into Chapel Hill from Fayetteville, Asheville, and Winston-Salem. Some of these people come into town the day before the meeting, since the meeting starts at 9:00am. They are costing the University for mileage (unless using a State car), hotel room, and meals to attend these meetings.</p>	<p>I understand that meeting with people face to face is preferred, but in some instances it will be more cost effective to have a few of these meetings take place via web-cam conferencing. I am not suggesting taking away all meetings that involve distance. Rather, substituting one or two of them would save the University. If used in bad weather months, the web-conferencing will also be safer for the University personnel that would be traveling.</p>
	<p>I am very dissatisfied with the number of us who are left without health insurance or benefits. It feels like the University hides behind 'seasonal' contracts and red tape as a means of avoiding benefits/insurance for a lot of staff and faculty. I prioritize my career (teaching) and am willing to devote long hours and indefinite years to this academic institution, yet I feel undervalued by an employer who won't offer me even a minimal benefits package.</p>	
		<p>having monday-thursday classes would cut back on expenses..electric...water....save gas.</p>

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<p>I think the mail delivery would be faster and more efficient if the name of the building was added to the campus envelopes in addition to the CB number - e.g. Steele Building CB#5000...could sort by building and CB number. Also would be helpful to have numbers on buildings -for UPS and Fed Ex delivery purposes eg Carr Building 208 East Cameron Avenue</p>		
		<p>It is my opinion that there is a perceived misconception of what employees in positions do by those who do not do the daily functions. It is my hope that PACE is of the mindset that this is a reality and when recommendations are made for review of staff positions, they keep this at the forefront of their minds.</p>
<p>If OSR were run properly, it would increase efficiency in every research office on campus. They need more personnel, their personnel need to be trained, managed and paid more money to retain them.</p>	<p>Can't think of anything.</p>	

<p>Do you think the University can provide one of its services or do one of its tasks more efficiently? If so, please describe your idea. Be as specific as necessary so that PACE project leaders can try to follow up on your ideas.</p>	<p>Do you know of areas where you think UNC is not spending its funds wisely or is being wasteful? If so, please describe where the waste is and how you think the problem can be corrected. Again, be as specific as possible so that PACE project leaders can try to follow up.</p>	<p>Do you have any other thoughts you would like to share about the PACE initiative?</p>
	<p>Recommendations:</p> <ol style="list-style-type: none"> 1. Commission two persons--an independent expert in genomics research and an accountant--to investigate 'Bioportal,' a suite of bioinformatics features developed by Renaissance Computing Institute (RENCI) of UNC/Duke/NCSU. 2. Call an early performance review for XXXXXXXXXXXX. <p>Reasons for 1: There are presently many articles, presentations, and press releases about different versions of NC Bioportal, NSF TeraGrid Bioportal, etc., on the RENCi web site http://www.renci.org/. The tone in the first ten or so is: 'A web-based work environment developed at the Renaissance Computing Institute (RENCI) will give users of the National Science Foundation's TeraGrid easy access to a wide range of bioinformatics and biomedical applications and databases and will allow the national biology research community to access computing, data, and other resources offered through the TeraGrid.'</p> <p>However, in terms of the stated purposes of Bioportal--research and education in bioinformatics--Bioportal is a complete failure. It is a complete waste of money (amount is confidential) from the Office of the President. The Office of the President has been tricked into paying for software that has no use to the people of North Carolina or anyone else.</p> <p>In each month since its release in August 2005, only ~100 persons from the 'national biology research community' have logged onto Bioportal, aside from RENCi and UNC IT staff. From month to month, almost all the 100 have been the same persons.</p> <p>Real bioinformatics web sites have thousands of different subscribers per month. Real bioinformatics web engines (there are more than 1000 today) are routinely described in articles in peer-reviewed journals. Bioportal has never been described in a journal, only in two computing conferences.</p> <p>No anonymous referee with expertise in bioinformatics would ever recommend publication of any article advocating RENCi Bioportal. Bioportal is actually a fraud.</p>	<p>PACE is excellent because it is an opportunity to right serious and costly wrongs. Unfortunately, it appears to me that an assertive person with almost no substantive scientific understanding can trick our administration. Dan Reed has never been the author of an article in a journal with impact factor above 3, and many of his ~15 journal articles are in journals with impact factors less than 1. Such a person is a bad medium- and long-term investment.</p>

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	<p>In fact, not one independent researcher or educator who practices bioinformatics professionally has ever attested to any value of RENCi Bioportal. And several have quietly expressed very negative assessments.</p> <p>RENCi stripped-down versions of 'bioinformatics and biomedical applications' actually respond slower than the real engines on servers reached over the Internet, some in other continents. This is due to the cumbersome overhead of 'grid' communications.</p> <p>Bioportal was actually built to showcase grid computing, a pet project of XXXXXXXX for many years. Today, after a decade of 'research,' grid computing is widely perceived by businesses to be unreliable and insecure, to require expert in-house programmers to use efficiently, and therefore to lack justification in almost all businesses.</p> <p>Reasons for 2: Surely there are legal and ethical issues that arise when someone applies for and accepts university, state, or federal money to deliver a product, then builds a product that has no value, and then makes false statements to the effect that the product is successful. A wise university administration would carefully and soon assess the real value of XXXXXXXXXX's accomplishments to North Carolina, and engage external, unbiased, anonymous experts to assist in making those assessments.</p>	
	<p>UNC has more associate vice chancellors than is really needed. Every time there is a cut, it's the front line workers that suffer. This cut should be at the associate vice chancellor level. There are 50% more of them and their staff than necessary. After all, departments have department heads that are fully qualified.</p>	

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I believe all work on campus would be more efficient if there was: 1) a cross-department welcome/training for employees new to the UNC system 2) not so many computer systems or interfaces (e.g. SIS, Financier, InDepth, AdmissionPros, ADVISE) to learn and interact with; though each department/division has its own needs and requirements, a standard system or methodology (instead of some using paper, 500 different forms, some using electronic, 500 different websites) to try to accomplish one simple task is needed. The ERP Team and resulting software package should help with this.	na	na
	Restrict State Funded travel so 80% of travel budget must be in-state only. Encourage use of local (in state) resources more. Stop using consultants, use in house resources for any task an outside consultant would be considered for. Encourage Purchasing to establish more Business to Business relationships like UNC-CH does with Staples. The Staples type relationships save many hours of work at the department level. Each department can use internet phones. Give specified employees a \$30 phone stipend towards their cell phone and don't give them an office phone (which costs over \$50 each plus long distance). Require that number to be listed in the campus directory. Make it mandatory that employees reaching 30 years service retire. Offer a 20 or 25 year retirement. Establish an in-house travel agency and require them to always use the lower cost ticket and capture any sky miles which can be applied towards reducing costs on other tickets etc. Could use one agency and do this for the entire UNC system.	
Provide ample and affordable parking for employees. Each building should have enough parking for its employees and visitors - a parking garage for each building. This may not be an option with current, old buildings - but make it an option with new buildings.	Hire more permanent, full time staff instead of relying on temp help. A staff person who has the knowledge and the history of their dept/professional school is a valuable asset and provides a great service to the university and community. Having respect for the staff person by listening, considering, and acknowledging their input.	(Speaking from a staff's perspective) The university's best resource is the employees. Provide a healthy non-toxic atmosphere - treat us with respect. There is too much disproportion among job descriptions and the actual jobs across campus. It would be interesting to see an audit report on this subject.

Do you think the University can provide one of its services or do one of its tasks more efficiently? If so, please describe your idea. Be as specific as necessary so that PACE project leaders can try to follow up on your ideas.	Do you know of areas where you think UNC is not spending its funds wisely or is being wasteful? If so, please describe where the waste is and how you think the problem can be corrected. Again, be as specific as possible so that PACE project leaders can try to follow up.	Do you have any other thoughts you would like to share about the PACE initiative?
	<p>I receive numerous pieces of 'junk' mail, including the University Gazette, nomination forms, bookstore sales, etc. that I usually just throw away. This should be available via email. We have the option of receiving emails about university events, research studies, etc. This should be no different. We have access to view our pay stubs via Payroll Services' website, and we still receive paper copies. If the need arises, they are available to print. We waste too much money on paper.</p>	
	<p>I think it was wasteful to deliver the 2006-2007 UNC Campus Directory to local Chapel Hill neighborhoods. Everyone in my apartment complex received one and several other people living in other developments received them beside their mailboxes.</p>	
<p>Greetings, The following email is in response to your Request regarding cost saving ideas for the PACE study. Please see below. Any questions, feel free to contact me. Best wishes, XXXXXXXX</p> <p>XXXXXXXX has been working with our contacts at Applied Software (the state resellers of Autodesk software) to look for cost saving opportunities. Attached proposal gives an overview of what we (all 16 campuses) have in place. Between all campuses, we are currently spending \$269,960.00 per year. Facilities Services currently has 70+ standalone seats on yearly subscription.</p> <p>If we were to combine all campuses into an unlimited site license for all software covered under ADI (see list below) it would cost us \$239,000.00 per year. This option, not only give us an unlimited number of seats, it also saves us \$30,960 per year.</p> <p>By the way, the retail value of this option is \$479,920.00. There is an option for doing a three year contract for \$195,000.00 per year (I'm not sure if we can do this, but it is worth a try).</p>		

<p>Do you think the University can provide one of its services or do one of its tasks more efficiently? If so, please describe your idea. Be as specific as necessary so that PACE project leaders can try to follow up on your ideas.</p>	<p>Do you know of areas where you think UNC is not spending its funds wisely or is being wasteful? If so, please describe where the waste is and how you think the problem can be corrected. Again, be as specific as possible so that PACE project leaders can try to follow up.</p>	<p>Do you have any other thoughts you would like to share about the PACE initiative?</p>
<p>Our next step would be to take this proposal to UNC-Chapel Hill Software Acquisition group and talk in detail about the logistics that are needed to implement this proposal.</p> <p>I personally feel if we are successful in pulling this off, we have done one heck of a service to the University System.</p> <p>Your thoughts? Looking forward to your reply. -alex</p> <p>Software titles: copied from http://usa.autodesk.com/adsk/servlet/index?siteID=123112&id=6081262</p> <p>The Design Institute includes the latest software titles for design and drafting, architectural design and visualization and mechanical and civil engineering.</p> <p>AutoCADr 2007 AutoCADr Electrical 2007 Autodeskr Architectural Desktop 2007 Autodeskr Mapr 3D 2007 Autodeskr Civil 3Dr 2007 (includes Autodesk Land Desktopr Companion 2007) Autodeskr Civil 3Dr-Civil Design Companion 2007 Autodeskr Survey 2007 Autodeskr Inventorr Professional 11 Autodeskr Revitr Series-Systems Plus 2007 Autodeskr VIZ 2007 Autodeskr Design Review 2007 Autodeskr Revitr Building 9 Autodeskr Revitr Structure 3 Autodeskr Raster Design 2007 Autodeskr ProductstreamT 5 Autodeskr ProductstreamT Explorer 5</p>		

<p>Do you think the University can provide one of its services or do one of its tasks more efficiently? If so, please describe your idea. Be as specific as necessary so that PACE project leaders can try to follow up on your ideas.</p>	<p>Do you know of areas where you think UNC is not spending its funds wisely or is being wasteful? If so, please describe where the waste is and how you think the problem can be corrected. Again, be as specific as possible so that PACE project leaders can try to follow up.</p>	<p>Do you have any other thoughts you would like to share about the PACE initiative?</p>
<p>Health Insurance - monthly costs. We have a serious problem with the cost of health insurance, especially considering that we have our own UNC doctors, hospitals, health system, etc. The cost is so high, that employees are considering leaving their jobs due to this unfair burden. The cost is so high, that (I would guess) that full-time lower income workers are not able to insure their babies. The cost is so high, that applicants are flagging it as a reason not to work here during interviews.</p> <p>Ideas: 1. Audit the relationship between our own health system and the high cost/premiums. There must be something wrong. Find the problems, fix them, and drop the monthly cost. The money is being used somewhere that it should not. Whether or not something illegal is happening would be flushed out by the audit. I can only guess where that money is going.</p> <p>2. Choice=competition=lower premiums. We should have a choice of 6-10 providers to pick from. They will compete for our business when we choose our provider each year.</p> <p>3. Stop giving single staff a free ride - it takes away from the kids. It makes the accounting very lopsided and UNC families pay the price. The money taken in from single participants (who pay nothing right now) can be directly applied to the family plans. This item alone can reduce each family plan by \$60-\$100 (depending upon how much single coverage would charge)</p> <p>4. Provide a low cost UNC system-only option. Basically, this option would have a network that only included the UNC health system. Yes, they could go out</p>	<p>Independent Audit from a successful organization (regarding health premiums)--> I would be interested to see what an audit would turn up regarding the fact that we have our own health system and cannot provide health insurance for our own families that costs less than \$250 per month. Bring in an audit firm from a university that provides health insurance to their own people for less than \$250 per month (yes, they do exist)</p>	<p>You can do it! Thanks for your help - if you make this change happen (a serious reduction in our monthly cost, or a nice tax break) you will be seen as heroes to very very very many people. You can do it!</p>

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<p>of network for a higher price when absolutely necessary, but if they stay in the UNC system, they are covered.</p> <p>5. Provide some other compensation for those of us who are paying these high rates. Setup a fund that could pay us \$200 per month, if you need to keep the health premiums up at \$440.</p> <p>6. EASY FIX! WIN TONS OF VOTES! EVERYONE IS HAPPY! - Create a tax break for ANY NC citizen who pays for their health insurance. Single payers could have a \$7,500 standard deduction, families could have \$15,000 standard deduction. Everyone wins! - everyone gets re-elected, and you solved the health insurance issue without even lifting a finger in the health system.</p>		
<p>The CABS (Central Airfare) process is very tedious. Not sure about better suggestions. Receiving confirmation payment emails (proof of reimbursement for expenses) is spotty sometimes.</p>	<p>I think if we paid SPA staff better, there would be less turnover and therefore less wasted funds on recruiting and retention. You do it for faculty. Why not for the staffers.</p>	<p>I think we could do more for the staffers free of charge. We don't get paid much. WE can't afford to pay for self-improvement sessions, i.e. the mindfulness sessions offered at Meadowmont recently for over \$300. Private companies offer yoga sessions that are convenient, back massages at your desk, mindfulness classes, opportunities to take breaks in a calming atmosphere, all for the sake of the well-being of the staff. It has been proven to significantly increase productivity and lower stress. The lower stress rates decrease sick days and insurance claims. Everyone wins.</p>

<p>Do you think the University can provide one of its services or do one of its tasks more efficiently? If so, please describe your idea. Be as specific as necessary so that PACE project leaders can try to follow up on your ideas.</p>	<p>Do you know of areas where you think UNC is not spending its funds wisely or is being wasteful? If so, please describe where the waste is and how you think the problem can be corrected. Again, be as specific as possible so that PACE project leaders can try to follow up.</p>	<p>Do you have any other thoughts you would like to share about the PACE initiative?</p>
<p>ITS needs to start providing more services centrally to the individual schools. Currently, it acts in a reactive mode providing services only after being goaded out of inactivity. For example, rather than testing Internet Explorer 7 to see if it works with other campus software, ITS provides a listserv where other people report their problems. Not all problems get reported, so multiple people have the same problems repeatedly. ITS version of preparing for Microsoft Vista was to set up a meeting for other folks to talk. Unfortunately, ITS appears to be set up to promote RENC1 and its dean rather than provide services to the campus. We can only hope that he succeeds in getting the visibility he obviously craves and moves on.</p>	<p>ITS. The individual schools on campus duplicate services and frequently repeat others mistakes because central services are poor and react slowly.</p>	
<p>I have found that the Medical School (MED Illustrations Department) can do program booklets A LOT cheaper than UNC Printing. What's up with that? To add fuel to the fire MED Illustrations had to lay off about 3 of their staff. Why cut staff to a department that does GOOD work CHEAPER than our UNC Printing Dept. The pricing should be the same, shouldn't it?</p>	<ol style="list-style-type: none"> 1. The use of the CABS System using travel agencies that add \$25.00 service charge to tickets ordered. I have gone on-line found CHEAPER Priced Tickets and force the agency to give me the ticket at that price, but they still jack up the price with their \$25.00 service charge. 2. Harris Teeter is the only grocery store we can use our Purchase Card for, but UNLESS Harris Teeter is having a SALE it is the most expensive grocery store. We would save money and it would benefit me with planning events for faculty, staff & students if we could get an account or Credit Account with SAMS CLUB. Especially now that there is a SAMS Club in Durham. 	<p>I think I have said enough.</p>

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<p>There are more than 100 email servers and several electronic appointment servers on campus. If ITS queried its clients about the features they need, it could come up with a single solution that will allow most (if not all) of those systems to be replaced by a common system.</p> <p>Increase the productivity of staff who use online resources for their jobs by providing them with newer and more powerful computers. Often they receive the cast-off machines from faculty and administrators, but their jobs require greater computational power. The increase in productivity will achieve the equivalent of cost cutting.</p>	<p>Save paper by making all official memoranda electronic and provide a means for all members of the community to see the documents relative to their jobs.</p> <p>Centralize the motor pool to achieve savings by economies of scale. University units that need guaranteed access to transportation can provide extra funding to allow such exceptions.</p>	<p>Part of me thinks that PACE is a good idea, but cost cutting is only part of the picture. We should also look at the productivity of each individual staff member as more important than saving a few pennies. Staff that have the appropriate training and best tools for their jobs are a far better response to the future than trying to cut costs alone.</p>
<p>Purchasing-especially items on State contracts; departments are often discouraged from purchasing items at lower cost because the vendor is not on a State contract for that particular item.</p>		

PACE Efficiency Suggestions
Sent to the Employee Forum Office

February 1, 2007

Dear Sir or Madam,

One suggestion that comes to mind immediately is the University Mail Service could use some updating. For example, when an employee departs from the University, the Mail Service should be made aware of this so that all appropriate mail can be forwarded promptly.

I know of several situations where people have left the University years ago and they still get substantial amounts of mail delivered to their old departments. I think that if a position were to be set up to handle this from day one, the mail carriers won't have to handle "tons" of unnecessary mail more than once. In the long run, time would be saved by mail not having to be sorted by several different people before meeting its ultimate destination (in many cases) -- the trash.

Thank you for listening to my suggestion.

I agree that better use of resources needs to be made on campus by students and especially faculty. Running UNC more like a business could work on cost containment, although the campus has its main objective as a teaching facility.

1. Naturally having classes and other activities on Saturday saves on the resource of space, a major commodity at UNC. Many businesses have options to work on Saturday, and of course we do have some Sat. classes, bus service and library and other weekend services, which is excellent. I always really enjoyed my Saturday classes and learned more with those classes actually. Some classes met only on Saturday with a 20 min break between the 3 hours spent there. Some students can't get the classes they want and have to graduate late, so perhaps more options would assist them, such as Saturday and/or evening courses.
2. Incentives for bicycles and bus use could be increased. The CAP program is OK, but a lot of people don't even look at the benefits I've noticed. Let's increase the CAP benefits, so more folks take the bus. You could even offer a monetary incentive to those people who join CAPS, such as a \$50 gift certificate and/or cash rebate of some sort at the end of the academic year. More buses around 4:30 to 5:30 per day would be great as well, also around 8-9am so that the bus is more comfortable and less crowded. I see some buses as early as 6:20 am, which seems a bit early for the needs of the campus crowd. And incentives for the town to supply bicycle paths--it's a bit intimidating out there with the traffic. I personally would go for a bicycle if there were more paths! I know others mention the same thing. Ditto for campus and downtown and adjacent living areas being pedestrian friendly such as downtown and at major street crossings. The stop lights need to allow time for peds to cross, so people will walk more. We need the exercise, but also the safety factor. Keep up the great work on the bus system interface with UNC.

3. On campus, more recycling efforts and news in the Gazette, etc. More incentives for using the bins and being sure they get picked up. We had a big effort a few years back, but it has dwindled off some I notice!! Using biodegradable trash liners and recycled products on campus would be great--I know this goes through state contracts, but the State could be green (should be).

4. Also just some ability to adjust the heat and AC down, or perhaps like Europe, the heating system could be shut down around April and more regulated somehow. It runs over the weekends in areas where no one works. I'm sure everyone is aware of this problem. The hallways are very brightly lit, it could be cut back in areas where people are not actually reading. Also I remember days when the basketball coach was promoting early to bed for the team we had--similar might work for the students in general. Everything really stays open late in the evening--consolidating hours during the week, overflowing activities to Saturday morning for 4-5 hours might help reduce after dark expenses. I know safety is the first factor. I'm not saying a curfew, just not such late night hours for all the services, which also promotes safety. Having after hours events around 5pm instead of late at night might be good. People would not have to go home and come back for events. Also weekend events are great.

5. I know we had a big outsource effort some years back, and I go for more of that. Private enterprise is competitive, not always "better" than state employees, but they can do the job and then are not still on the payroll for short term needs.

6. Also as an employee I really believe in incentive programs and for one item, insuring the UNC employees can use their leave time. Of all the reasons I hear people retiring and getting other jobs it is because "I never could use my leave." It wasn't this way 20 years ago--but now there are many positions where employees cannot use their leave. We could go the way the hospital did, paying out people for the leave they don't use annually, so it doesn't build up so much and get lost--also pay out people for their bonus leave for instance would be good--paying us now, currently, not just when we retire.

UNC is a great place to work. We did use to be more frugal I've noticed. All the contracts and grants people have gotten have caused us to be less cost wise I think with the State Funds--we need to think of cost containment, saving and our own personal retirement and savings.

I write in response to the forum request to the PACE Study. Of course, we are addressing several matters at the Department level; however, the accounting systems on campus is a much larger issue to address. It has been my experience that the accounting systems on campus have not worked well. It appears that accounting systems range from excel spreadsheets in some departments, to systems partially supported by the University to outside vendor systems. The DAS system, I thought, would be a way to begin the possibility of addressing the continuity issue; however, it didn't and it was not supported long enough to resolve the problems with the program. There is no continuity in the systems and how they interface with other university systems. The systems in place may require double entry, training of staff from one department to another, and other less than efficient ways of managing accounting.

I understand that the new ERP System is on the forefront to address several of these systems; unfortunately, the accounting system will not happen quick enough to address the current issues to help with the PACE Study.

1. SPAM is costing about \$14M/year.

8,000 employees * 15 minutes/day (0.25 hours) * 365 days/year * \$20/hr = \$14.6M

(XXXX suggested hiring one or more programmers to write AI software to block SPAM before it enters university. Sounds like a product university could copyright/patent and make money from.)

2. span-of-control study

3. Schools and colleges are looked at as independent entities. Look for savings across schools and colleges within the university in the same way that savings are being looked for across universities. (also incorporate this into span-of-control study)

4. Improved manager training (how to help employees be more productive)

5. Improved manager training specifically for faculty who have management responsibilities

6. Adopt Ricoh as supplier of printing and other office equipment. Many corporations have experienced considerable savings with Ricoh products and solutions. They are also environmentally friendly!! (I don't own any stock.) <<http://www.ricoh-usa.com/>>

Put all payroll info (departmental print outs and individual pay statements) on Eprint.

Everyone is on direct deposit now, so nobody should be picking up live checks.

This would save a lot of paper and time if we didn't have to go pick these up twice a month.

XXXXXXXXXXXX has been working with our contacts at Applied Software (the state resellers of Autodesk software) to look for cost saving opportunities. Attached proposal gives an overview of what we (all 16 campuses) have in place. Between all campuses, we are currently spending **\$269,960.00** per year. Facilities Services currently has 70+ standalone seats on yearly subscription.

If we were to combine all campuses into an **unlimited site license** for all software covered under ADI (see list below) it would cost us **\$239,000.00** per year.

This option, not only give us an unlimited number of seats, it also saves us **\$30,960 per year**. By the way, the **retail value** of this option is **\$479,920.00**.

There is an option for doing a three year contract for **\$195,000.00 per year** (I'm not sure if we can do this, but it is worth a try).

Our next step would be to take this proposal to UNC-Chapel Hill Software Acquisition group and talk in detail about the logistics that are needed to implement this proposal.

I personally feel if we are successful in pulling this off, we have done one heck of a service to the University System.

PACE Efficiency Suggestions

Suggestion for savings through utilization of Tar Heel Temps versus outside agencies:

A tremendous savings could be realized if the University only used Tar Heel Temps for its temporary needs. Every month approximately \$450,000 to \$600,000 is spent on outside temporary agency help. These agencies charge exorbitant fees compared to the flat fee for a Tar Heel Temp temporary of \$1.15 per billable hour. Outside agencies generally charge a percentage mark up fee which ranges from \$5.00 to \$20.00 and upwards per hour.

Turnover expenses could be reduced:

One of the biggest expenses in the OHR department is turnover (I don't know if this is true in other parts of the University).. There are all kind of excuses given by management for the turnover, but bottom line the biggest reason is the universal reason of poor management. The turnover is probably at least 60 to 70%. A study should be done of the areas of high turnover and understand the reasons. The morale is extremely low, does anyone care why? Low turnover would also be good to study. Tar Heel Temps has virtually no turnover, so look at the management and the functioning of that department and study why.

Confidential exit interviews could be conducted by an independent person (like the ombudsman office is) and then give a general report on those areas which have high turnover and the reasons for it.

Does anyone ever look at the decisions of management and ask if this is in the best interest of the University? Recently one of the directors emailed (not.... talked to the staff, emailed) his decision that due to PACE, he would not approve for anyone in the department to go to any general workshops, seminars, or conferences. Is that the purpose of PACE? Is that the appropriate use of PACE? Will it help the department in the long run? Will that help the staff to be more productive (which presumably would help the goals of PACE)? OR will it contribute to the staff thinking they are not valued and that their professional development is not a concern?