

# Changing For Excellence

## Business Case Goal Completion Report

### Information Technology – Increase MFD Usage

#### Report Date

August 2016

#### Context

- Initial roll-out of multi-function devices (MFDs) was implemented in mid-2010 as part of a 5-year agreement with Unisource.
- Training on MFDs is viewed as sub-standard by campus users.
- Adoption and use of MFDs is low.
- Under-utilization of MFDs is exacerbated by continued high-cost desktop printing.

#### Goals

*For each goal answer the following: What percent is this goal complete? If the goal has been met, please describe how it was met. If the goal has not been met, how will you be completing this goal or why will it not be complete?*

- Develop a replicable plan to transition users from desktop printers to MFDs.
  - 100% complete.
  - Standard operating procedures are in place to ensure the functions of MFDs can accommodate most use cases where desktop printing is used. This goes from how to securely print documents, explaining the cost benefits, ecological benefits etc. We are also working with purchasing to ensure when desktop printers are purchased, that a valid business case is given before orders are processed. With these in place, we have a plan that we can move forward with and phase out desktop printers.
- Publicize MFD “bright spots” across campus.
  - 100%
  - Working with IT communications, there have been multiple communications explaining the benefits of MFDs. Some in newsletters, pamphlets, as well as the printing competition we held in CLAS which publicized savings for the departments that competed in moving printing from laserjets / desktops to their departmental MFD(s). As we see new use cases in departments that centralize, we will highlight those moving forward.
- Provide comprehensive training.
  - 100%
  - Baseline training and documentation has been disseminated to all technology staff across campus to help them better support their users. We have also created Knowledge Base (KB) articles on baseline functions as well as technical administration of the MFDs. UDP has also agreed to provide additional desk-side training on the case-by-case basis. Departmental MFD “experts” were identified and were provided UDP training so they can also help their staff with using the MFDs.
- Create additional incentives to using MFDs, to include the reduction of waste while ‘greening’ offices.
  - 100%
  - Most departmental incentives surround the monetary benefits to leveraging MFDs rather than legacy laserjets / desktop printers. We still track and promote the environmental savings; however, those are not the selling point for departments to transition to MFDs.

*Overall, how did goals change during Changing For Excellence and what goals were added or removed:*

- Goals did not change during the process.

### **Challenges**

Risks surrounding increasing MFD usage are fairly low in respect to Institutional, Change Management, Project, Finance, and IT risks.

- There is some concern surrounding the number of people that will be impacted by the change and the expected resistance to removing desktop printers.
  - This is still a concern and issue we consistently run into. Moving people to print to a shared, remote location changes their day-to-day business. Users have often provided a business case for the desktop printer and when the desktop printer is no longer functioning they can be transitioned to an MFD. Through reasonable accommodation, no situation has yet been encountered which cannot be addressed.
- Cross-functional collaboration is required to transition schools and departments from desktop printers to MFDs— communication will be vital to a successful implementation.
  - This challenge has shifted from a communication issue to a transition / best practice issue within the technical staff community. While centralized staff have adopted the standard operating procedures when it comes to ordering printers and leveraging MFDs, non-centralized staff have yet to fully understand and adopt these same procedures. This offers an opportunity for efficiency as we centralize new units.
- MFDs have an unfavorable reputation on campus due to missteps in their initial rollout prior to this being part of the IT CFE; and it will be difficult to reverse current perceptions.
  - The current perception of MFDs is a lot better than it was at initial rollout. The MFD team did a lot of outreach and reconfiguration of devices in order for them to fit the needs of the departments in question.
- Extending administrative access to the MFDs to TLs will increase security concerns.
  - Working with ITSO, we were able to calm these concerns and place security as part of the standard operating procedures of MFDs. Examples include:
    - No credentials are allowed to be programmed into the device
    - Authentication is a must for scan-to-email or network shares
    - HIPPA firewalled network for MFDs and printers needed to print sensitive materials

*Describe if these challenges were encountered during Changing for Excellence and what unanticipated challenges occurred during the process:*

- As stated above, these challenges did occur and have been successfully handled by the implementation team.
- No unanticipated challenges occurred during the process.

### **Opportunities**

- Anticipated results of approximately \$0.25–0.39M in annual benefits for the University can be realized once MFD usage is fully implemented, through improved user support and clearly communicated benefits of using MFDs.
  - Most high-utilized print areas have been converted to leveraging MFDs. This with the combination of paper savings withhold/release queues and scanning are saving the University more than \$600,000\* annually.

*Describe if these opportunities occurred during Changing for Excellence and what unanticipated opportunities were realized during the process:*

- Paper savings with the implementation of hold-release queues save the University hundreds of thousands of pages that would have otherwise been printed and then recycled or thrown away.

### **Changing For Excellence Summary**

*Summarize the process to date and lessons learned. Provide specific future direction, next steps, and strategy for this business case. Indicate what metrics will be used to measure success:*

The initial rollout of MFDs had set this initiative back quite a bit in year 2009/2010. People were frustrated and upset with the functionality of a “sub-par” device. It took over a year for the team to reach out to all affected departments and configure their devices to a state that would work for their unit. During that period, training was provided, technical contacts were given access and overall functionality was brought to a place that matched the previous devices’ functionality.

Thereafter, the team was able to concentrate on standard operating procedures (SOPs) taking into account the lessons learned from the previous year. Multiple phases / pilots were rolled out to various departments to test the SOPs to see the success and cost savings.

After finding success in the pilots / phases, the team then applied them to all centralized IT units. We are currently at a point where much outreach has taken place as well as centralized units utilizing SOPs when it comes to MFD usage. Moving forward, MFD rollout and SOPs will follow in lockstep with the Reorganize and Redefine initiative. As units start reporting to KU IT, we will then assess their current printing / copying needs and put in place MFDs alongside SOPs.

For the coming year, we foresee a few goals that will leverage the MFDs while driving print and copy costs down. First, as we follow Reorganize and Redefine, there will be high print usage areas that can be transitioned to MFDs and our SOP. Second, to further drive our print costs down, we will be implementing mechanisms which will push most printing to black and white. This includes separate queues for color, restrictions placed within PaperCut, defaults set to black and white, etc. This will be a conversation between the technical contact and the departments to see if such a system would fit into their business processes. Reducing color printing by 10%-15% can save significant amounts of money on a yearly basis. Lastly, we need to begin discussions of the possibility of transitioning campus to paperless. With all of the MFDs equipped with high-speed scanners, they can be used as the scanning device to migrate paper forms, homework assignments, etc., into electronic documents. While we have moved quite a few business processes over to ImageNow, we still see many other departments leveraging paper forms for data entry, archiving, changes etc.

### **Post-Changing For Excellence Updates (Completed Projects Only)**

*The CFE business cases, while complete for routine reporting purposes, are never considered done as they are constantly being monitored and grown. With this in mind, please provide your detailed strategies on the continued growth and development of these business cases. Information about how units continue to improve and innovate from these business cases should be addressed. Details could include information about refining processes, new projects, measuring success, metrics being reviewed, and other methods for understanding improvements.*

Standard operating procedures are still in place and will continue for the coming years as Reorganize and Redefine IT continues and matures. As we move forward, units need to not lose sight of their printing. This can help us in identifying ways to save money by: deferring color impressions to black and white (a 10% in reduction of color printing could result in ~\$100,000 in savings), implementing methods to make users more cautious of what they print (popup confirmations, approval for large print jobs etc) and moving the way we work to a more paperless environment (increase our scanning use on the MFDs). All of the above will save the University money as well as lower our environmental impact. KU IT will continue to track paper saving metrics on unreleased jobs, and MFD usage trends.