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Scope: UCSF Campus Desktop Printing
(child A3 to Strategic Priority 2: Asset Optimization)

Problem Statement

Background

UCSF has a decentralized print environment with at least 3 separate models. Some departments outsource their print needs to a 3rd party, other departments handle their own print needs. FAS and some other campus departments use a central campus program called the UCSF Print Management Program (PMP).

FAS mandated the CLS Program in 2011 and in that time, FAS reduced print device count from 483 to 224; a 53% reduction. The program uses a 1:8 device to employee ratio and has achieved a 50% energy reduction through device upgrades. Overall the Documents & Media team that manages the print management program (PMP) has enrolled approximately 11% of print devices on campus.

The 3 print models at UCSF have duplicative customer service structures. DM has workflow for triaging tickets through ServiceNow and handoff to either their supplier partners or IT when needed. For PMP enrolled departments, ServiceNow tickets go to IT directly, who sources a solution internally or through a 3rd party.

In 2016, UCSF Health conducted an RFP for a Print Management provider to service 4 of the UC Health Locations (SF, D, I, LA) and two campuses (UCSF, UCB); creating a competing print management program. Ricoh was awarded a 5 year contract that includes discounts on multifunction devices, managed services and on-site support as well as targets for year over year print cost reductions. Ricoh will assume responsibility for UCSF Health printing on July 1.

Both DM and Ricoh work with customers to review print practices and needs, and make standard print policy recommendations like duplex and B/w printing set as default, promote recycled paper usage, print using network devices, secure print, and provides free scan to email capabilities.

Current Condition

Printers: UCSF campus owns over 3,100 desktop/non MF printers and devices, including 331 Ink Jet printers. These printers have the highest cost of ownership for UCSF and the highest cost of print. Over 90% of these machines are utilized less than 25%; most are owned and operated by departments. 60% of devices are in poor condition and are older than 5 years.

Multifunctional Devices (MFD): UCSF Campus owns or leases and operates approximately 600 large multifunctional devices. About 400 are owned and managed by UCSF PMP and the other 200 are owned or leased by the campus departments directly from a provider.

Network: Almost 50% of campus devices are not on the campus IT network. All of UCSF PMP devices are on network.

Color Printing: More than 50% of campus imprints are color, costing UCSF Campus well in excess of \$1M in "color premium" per year. Where managed by UCSF PMP ratio is 33% color and 67% b/w.

Paper Usage: Annually, UCSF Campus prints an estimated 40 Million sheets of paper. It is estimated that up to 70-80% of imprints are single sided, versus best practice of less than 25%. Where managed by UCSF PMP, much higher % are duplex.

Environmental Impact: UCSF uses approximately 7.5 kw/h related to printing devices for all UCSF Campus. Annual CO2 emissions from electricity usage is 2.75 million lbs (Metric Tons). When managed via UCSF PMP, enrolled MFD devices are certified energy efficient

Print Policy: UCSF campus does not have a print policy. UCSF Health is currently implementing a print policy to coincide with the rollout of the UC Health Ricoh program.

Problem Statement (Gap)

There is no UCSF print policy to require effective stewardship of UCSF's print assets and resources and there is not yet articulated executive support for Print Management at UCSF. There is a need for mandatory print management enrollment, and an opportunity to engage the campus with cost saving opportunities, green reporting goals, and enhanced customer experience.

Target Statement

	Program Adoption	Employee to Device Ratio	% Defaulted to Duplex	% Defaulted to Black and White	Network devices
Current State	15%		20%	unknown	50%
Target State	100%	6 to 1	100%	100%	100%

Analysis

Best Practices

- In its first 3 years University of Kentucky's Managed Print Program has saved over \$1.5M, a cost reduction of over 30%. Devices have been reduced by over 50%, paper use by over 3M, CO2 emissions by over half a million pounds. Almost 9000 square feet have been freed up.
- UCSF Health is projecting a 50% reduction in monthly printing costs by the end of year 2.
- UCSF PMP has seen a 20-30% cost reduction for enrolled devices, a 50% reduction in devices, and 50% savings in energy consumption.

UCSF Campus potential

- First year reduction of \$1.5M with annual savings of \$2M from at program maturity.
- First year reduction of 1.5M lbs of CO2 and 2M lbs per year by year 3.
- Increased campus wide satisfaction with print by 25%.

Countermeasures

- Adopt a comprehensive policy for Print Management at UCSF Campus.
- Develop and implement a rollout strategy to migrate to full MPS within 12 months

Implementation Plan

Action Item	Responsibility	Due Date

Check and Act

Measure & Analyze

Learn & Continue the Cycle