

PRINTING AND PUBLISHING TASK FORCE (PPTF)

ASSET REPORT EXECUTIVE SUMMARY

The University spends approximately \$20.9 million annually on specialized printing and graphic prep services. In addition, the University spends \$3.4 million annually on postage, and an undetermined amount annually to maintain and operate a distributed printing infrastructure including departmental printers, copiers, and fax machines and supporting analog phone lines.

The objective of the PPTF has been to review the various means through which the University departments print, publish and otherwise communicate and to prepare recommendations to (i) reduce the cost of printing and publishing through consolidations, eliminations, or use of less expensive media for publicizing within and without the University, (ii) reduce the cost of printing and publishing through the use of preferred vendors and alternative communication media and by establishing standards that keep such costs to a minimum, and (iii) maintain and, where possible, improve the quality and service levels appropriately. We have focused on specialized printing and graphic prep services. The University's distributed printing infrastructure provides a significant opportunity for additional savings and warrants further examination and analysis.

In this report we identify opportunities for savings and service improvements based on optimizing *what* gets printed/published and *how* things get printed/published, and we recommend a university-wide approach to printing and publishing that will enable best-in-class practices and service in this area. Specific next steps to implement the proposed approach are outlined.

The PPTF reviewed University printing data, materials and costs. A subgroup of the PPTF worked on developing guidelines to optimize *what* gets printed/published and at what level of quality. The group identified seven key decision elements and organized them into a decision matrix for choosing the best printing/publishing method (see Exhibit A). Another subgroup focused on identifying potential efficiencies in *how* things are printed/published at Yale. The two groups together engaged Xerox Global Services to analyze spending data and conduct a facilitated series of workshops and individual interviews to solicit customer and service provider concerns and recommendations.

The University's major opportunity for savings in specialized printing and publishing lies in transforming the way Yale provides shared services for publishing and communications. This will involve pulling together our internal printing, graphic design, web design and advisory services into a coordinated, seamless whole (and augmenting them as needed) through the creation of a Print & Publishing Communications Service Center. The Center will provide internal, centralized publishing-related consulting/counseling and management services as well as a "right-sized" level of in-house design, production and distribution services. The Center will guide University customers of print/publishing services on the availability and use of service providers

internal to Yale and also outside. The Center will be able to leverage the University's communications spend to achieve lower pricing from external vendors by selecting a core set of 15-30 "preferred" vendors from the current 361 vendors with which University departments currently do business and by consistently operating so as to achieve value and savings on every communications job (whether sourced internally or externally). Xerox estimates the resulting annual savings in specialized printing, graphic prep and postage costs at \$2.0 to \$3.5 million. This coordinated approach to communications/publishing management will also provide departments with the level of internal guidance and support they desire.