

POTENTIAL COST-SAVING MEASURES

* ACADEMIC

- Require every administrator with a master's or doctoral degree to teach one course (per semester);
- Increase section size for courses to increase productivity;
- Examine academic programs with small participation and consider consolidation and elimination possibilities;
- Reorganize/Consolidate departments in the larger colleges into divisions with division heads; reduce overall release time and supplemental pay previously allocated for department chairs;
- Interrogate all reassigned time commitments and reduce reassigned time allocations;
- SUSPEND OR CLOSE:
 - All undergraduate minors;
 - Non-revenue generating graduate and undergraduate special-emphasis programs;
 - Up to ??? percent of all undergraduate majors;
 - Nonprofessional master's/doctoral programs that are not signature programs or not ranked among the top 100 in the nation;

* HUMAN RESOURCES

- Offer employees temporary or partial leave without pay but with full benefits.
- Pool support staff members in clusters of four and five departments.
- Implement 4-day work week with extended daily hours for summer
 - Operate only essential buildings on Fridays (dining halls, residence halls, health center, etc.) to provide longer hours to customers on the open days;
 - Custodial staff to clean offices and facilities 4 times per week but extra daily hours enable 'deep clean,' which limited time ordinarily doesn't permit;
 - Grounds crew splits the four days, with some working M-Th and others Tu-Fri so that work gets done to support camps and conferences on regular time instead of overtime. Has potential to improve morale as well as promote utility cost savings.
- Appoint a Presidential Advisory Task Force on Efficiency and Effectiveness to conduct a mission-activity-end product inventory and analysis to closely examine how each staff person's work contributes to the institution's mission;
- Budget for zero new positions, zero departmental budget increases;
- Freeze hiring of temporary employees, consultants and independent contractors;
- Consider voluntary retirement incentive plans;
- Reduce travel;
- Freeze salaries and wages;
- If necessary to save jobs, reduce all salaries by a certain percentage

* **FINANCE**

- Examine opportunities to reduce debt-service payments by renegotiating long-term debt, seeking a lower interest rate, extending the term of the loan, or changing lenders;
- Require direct deposit for employee and student payroll;
- Use cooperatively bid contracts to reduce spend;
- Hold off for now on financing any new debt.
- Employ mid-year budget reductions;
- Initiate mid-year tuition increase;
- ***Simplify and consolidate dedicated fees into uniform fee assessment;***
- Examine tuition discounting practices with the goal of optimizing net revenue per student;
- Plan for budget cuts at 5-7% levels;
- Sell off assets tangential to institutional mission;
- Have regular phone conference calls with MUBOG Executive Committee to update plan effectiveness;

* **FACILITIES**

- Increase rental revenues by encouraging local entities to use campus recreation areas, music venues, meeting rooms, etc.;
- Fill vacant office, buildings-and-grounds, and custodial staff positions with student workers who will earn tuition credits;
- Schedule all summer classes in only two (??) buildings to save on utilities in all other academic buildings, keep vacancies in custodial staff through the summer, and free the custodians from cleaning the closed academic buildings to work camps and conferences, which may normally have required overtime;
- Delay maintenance within reason.

* **COMMUNICATION**

- Timely, clear, thoughtful, transparent and thorough communications to staff, faculty and students can allay fears and ease the concerns of alumni
- Should make a positive difference in how the institution is perceived

* **MISCELLANEOUS**

- Establish an independent campus-wide advisory task force (see above) to identify operational savings opportunities with a three-year time horizon