1. Please comment on your ideas for increasing efficiency, cutting costs, or implementing more sustainable practices or policies. Do not employ names in your comments, and as possible, please refrain from referring to specific positions so as to identify individuals.

Text Response

Do not be afraid of hard decisions if they are in the best long term interest of students and the University. This program should be offered again for all faculty and staff, similar to the RIO of 2011. I think each department could have the phone system linked to a code, rather than each employee. I make long distance calls and it takes extra time to enter the code every time. I think a one day furlough for all employees would be a good idea. I would caution against trimming positions and wages, because as the workload increases and pay doesn't, people begin to look for other employment. Training new hires is a significant cost.

Reduce dedicated funds for athletic scholarships and reduce salaries for coaches to be in line with other positions at UMD. This needs to be about prioritizing education. UMD seems to have a million administrators working in systems research, technology, collaboration, and other areas with sexy titles. Yet the university's webpages are archaic, the class-list-generating-program yields lists that are in PDF format and unuseable to instructors, and the tech support department seems greatly understaffed. It would seem that reducing unnecessary administrative jobs and putting the focus back on areas where it is most needed, namely teaching, would most help UMD.

Do we need to maintain our own vehicle fleet? Do we need to maintain our own print shop? don't know

Decrease library hours during weekend, holiday and finals week shifts. Have each faculty and staff member turn on the lights in their office and determine if they can work with half the lights installed. Facilities Management could unscrew un-needed light fixtures saving the campus a ton of electricity. Reduce campus heating by several degrees and require staff to eliminate their portable heaters.

Offering early retirement programs in order to bring in new individuals at a lower wage is good initially, but will still put you in the same boat not too far down the road as you have to bring them in at a higher wage than 30 years ago so the increases will compound quicker. Creating efficiencies makes sense as long as it's not to the detriment of the university, students, or employees. Meaning, in most instances it would be detrimental to students to outsource student facing departments to the TC campus. However, it may make sense to combine departments on the Duluth campus to get one person or one area handling the entire student account, registration, etc.

A specific thing I've noted: a person in our office bought an item for departmental use at the UMD store and forgot to mention it was tax exempt - it was so urgent, she didn't have time to look up an EFS string for it. The tax was less than a quarter. To fix it, it took about 30 minutes of her time as well as UMD Stores staff. The cost to fix the tax greatly exceeded the amount of tax in the first place - in fact, it was more than the item was. Perhaps a policy in which tax is incorrectly charged that is under a certain amount...
is allowable to offset the higher cost of fixing it? With some consequences if it happens to the same person consistently.

Cut administrative bloat. In every corner of the University we see this phenomenon and it is taking resources away from the stated mission of our institution. For example, Student Life hired a new Associate Vice Chancellor of Student Life recently, a highly paid position that almost everyone questioned, including other VCs. This is only one example.

Even after notifying the sustainability office, we routinely see TV's, monitors and all overhead lights on even after 6pm when office people are gone. Some TV programs are not even being watched by people. I'm glad to see LED lighting taking place in outside fixtures, but much more needs to be done to shut off lights when a space is not use, especially over breaks.

*Although it may be difficult to recruit competitively in certain scenarios, HR/supervisors could stress to the units when hiring new employees to negotiate starting salaries that are lower and/or fair to those in the same or similar job code who have had a long tenure in their units. This could help morale in the unit as a whole as save/minimize employee costs. *Cut out additional spending in travel, food, and gifts. *Use technology alternatives so school doesn't have to have snow days. *It is really expensive to hang things on the walls in this institution...hint, hint.

Drop the winter thermostat temperatures by 1-2 degrees and increase the summer thermostat temperatures (in buildings with air conditioning) by 1-2 degrees. Mow the grass less frequently and water it never (not sure if currently watering). Increase the expectations for how many classroom hours constitute full time teaching.

In-state travel: Look at how many trips are made the TC campus for meetings. 1 person driving personal vehicle where fleet is cheaper. Start the conversation about having these meetings via telephone conference, computer, etc. If person insists on driving personal vehicle and a fleet vehicle is available, reimburse at reduced rate (State of MN does this).  FM - Sod Replacement  Some of the same areas are re-sodded every year. Come up with an environmental and sustainable option.  Start thinking, "if this was coming out of my household (e.g., personal) funds, would I do it or could I do it more cost-effectively?"  Research how true non-profits are successful at holding down costs.

I am a UMD administrator. Almost every day I see work processes that seem totally unnecessary, steps in work flow that add to the work load of faculty and staff without adding value. I recommend that UMD appoint an efficiency czar and create incentives for individuals to report their ideas on administrative streamlining. Over a relatively short time, this would free up staff time and allow for some downsizing without negatively impacting work. It would also improve morale.

1. Trim administrative positions above the level of the Dean.
2. Stop over-matching salaries when countering an offer a faculty member receives from another university. This needs to be policy. Otherwise, as it is at present, deals are made between department heads and their friends in the department which are above market value and create numerous problems, financial, being only one of them.

Offer a another RIO (Retirement Incentive Option)

Cut administrative positions, obviously overpaid. Focus on faculty support for teaching and research. Raise faculty pay.

One of the core functions of the IDL process is to create opportunities for collaborations. OED workshops are similar. It would be nice to see the mixers continue and more learning opportunities that bring departments together. There are endless ways in which we can collaborate to reduce costs... however, it requires everyone at the table and a willingness to share ideas and combine resources. In addition, we serve a very limited
population. There is very little effort towards drawing in business professionals, retirees, second career professionals, dislocated workers, etc. By depending too much on attracting high school graduates we are missing entire generations of individuals that could make a huge impact on our revenue. Alumni is another area. Both my husband and I are alumni and I have had no relationship with our Alumni department outside of being a staff person. Alumni have money. In some cases, a substantial amount. Cultivating them to a greater depth would benefit the bottom line. Last, but not least, investment in current staff. We want to support UMD and promote it within the community. But we also want to see UMD invest and support in us. The politics, the drama, the layoffs, etc. really bring down the morale of staff. That does impact how UMD is viewed in the community and that impacts potential donors and attendees.

Does each college really need their own IT Director or could this all be managed centrally by ITSS? Could travel be frozen for all non-essential trips? It seems that some people are going to expensive conferences that may not be necessary. Does anyone really need to go to a conference in Puerto Rico, for example?

Reduce the number of upper and mid-level administrative positions. Increase the number of work-study employees. Eliminate or reduce campus down-time in the summer. Lengthen winter break to reduce heating costs.

Make faculty leaves more competitive (i.e., reduce the number) and follow-up to make sure something was done during the leaves. Reduce staff vacation time (some have so much they request a 12-month contract for the sole reason of having enough "time" to take all their vacation). More scrutiny as to how travel funds are used and by whom. Eliminate non-conference athletic events that require expensive travel as well as spring practice in warm climates. Eliminate free lunches (e.g., the Women's Commission lunch in the spring)--we can all afford to pay a little bit for it. Offer another retirement incentive option. Quit renovating places that were just recently renovated and updating office furniture that was just recently updated. Consider the number of IT positions and whether all are needed (make sure the people we have are doing something). Stop paying retired faculty large sums for sitting at home and "teaching" online classes.

How about another round of a voluntary departure program for staff?

- assessing the outcomes and effects on student recruitment/retention of non-academic services and cut the ones that appear useless. It's fallacious to exclude services from prioritization on the basis that they are paid by student fees. Students don't see the difference and they come to college for classes primarily. - use in-house expertise whenever it's possible rather than external consultants. We have a marketing program at UMD, couldn't they take charge of UMD branding? We have a socio-anthropology department, couldn't classes set up surveys to assess the importance of the athletic program for UMD students (just a random example)? - create a tenure-track for non-research instructors. UMD is very successful with research but we don't have the means of a tier 1 university and in many departments there are no graduate TAs to teach intro classes. To be economically rational, we probably need more instructors vs professors, as they teach more classes. But we don't need more term faculty, we need people who are invested long term in their departments and do a meaningful service. Having a non-research tenure-track for instructors with masters degrees could be a good idea. With a strong emphasis on professional development to ensure they stay current in their fields. - negotiate more closely with Medica regarding the cost of coverage compared to what they offer over MN sure. Personally, even after wellness rebate, the total cost (UMD + my premium) currently paid for my family is $4300 over the Medica Gold plan on MN sure, for a deductible of $200 vs. $900. The max out-of-pocket is $4,000 vs $10,000 but clearly this limit is not reached every year. So overall I tend to suspect that Medica is more expensive for UMD than for the general public. Do we cost them more?
Honestly, I can't imagine what things would look like or be like if we increased our cuts or efficiencies any further. We're honestly running on a skeleton crew and overachieving with the staff and faculty we have put together and have managed to keep together. I know it's a way to reduce salaries and overall costs, but cutting any more administration, staff or faculty positions just won't work any more. It's difficult to keep up with the business of the university and departments with such a small group of folks doing it right now. We've gone as electronic as we can already. We're recycling, emptying our own garbage and doubling up on offices and teaching spaces. I think we're as efficient as we can reasonably be expected to be.

- Terminate UMD's relationship with and use of Campus Labs/Compliance Assist. Use Google Forms for the collection of student learning data. - Terminate UMD's use of external marketing agencies and programs, especially the "Those who can..." campaign. Offer LSBE students the opportunity to create our campaigns.

Advocate the idea of "dressing for the season" and reduce the expenditure on gas during the winter. Set thermal stat to 68 in all buildings. After all, why do people need to dress in shorts in winter? If they choose to do so, than it should be at their own cost, not the university's.

Offer another Retirement Incentive Option (RIO) for staff. There were a number of individuals (myself included) who were a year or two outside of previous offer. If RIO was again offered, I believe there would be a number of individuals who would take it, particularly if we have the same types of problems/issues/frustrations with the ESUP rollout as we did with EFS.

Facilitate discussions between degree programs, departments, colleges, etc. regarding similar coursework. Look for ways to centralize courses such as research methods, statistics, etc. Eliminate silos and remove barriers to students taking courses in another major that could satisfy degree requirements. Create equity in workloads across all colleges.

One key area of cost savings is Facilities Management, specifically grounds keeping. To reduce costs, volunteer crews of faculty and staff could be part of the campus maintenance of green spaces, and get publicly recognized for that. We already have on-campus garden tended to by departments and clubs, and this could be increased. There is still too much emphasis on the typical manicured lawn, and landscaping with wildflowers and other plants could be increased to reduce maintenance hours and costs for lawns. There are colleges across the country that require students to be part of unpaid service work on campus (Warren Wilson College come to mind), but students could rewarded with credits towards graduation for their work on campus. I realize that my next suggestion is probably not going to work for a variety of reasons, liability and union issue, for example, but the fact that faculty cannot paint their own offices, or even hang a nail with FM assisting, is another significant cost factor. There also should be discussion of approved contractors for FM, and a more transparent process about who gets to bid on campus contracts. It is my impression (perhaps I am wrong, though) that there is a conscious effort made to only contract with unionized businesses, although these might be considerably more expensive. FM should contract with the least expensive (yet reliable) contractors only.

Next idea: look into the cost and revenue of internalized food services: despite recent improvements, the UMD cafeteria is still providing low quality food for exorbitant prices. I am grateful for the Adobe's in the UMD neighborhood. UMD should look into outside food vendors on campus, and compare the revenue from letting outside entities serve food here to our current service.

Human Resources Department: Can this be outsourced, and costs saved?

Paperless campus: develop a plan to get towards a completely paperless campus by 2020. All documents, exams etc are done digitally. Student are required to have a laptop or tablet.
Academic programming: Require all departments at UMD to offer their 1000-level courses as large lecture hall classes with at least 90 students, and then offer small classes only beginning at the 2000-level. Put popular instructors into 1000-level courses. Record these and distribute them as MOOCS to advertise UMD. Large class at the freshman level save teaching resources, and allow for smaller classes at the upper-division level.

Invite staff and faculty to work at a reduced percentage. For example, I am a senior faculty earning a high salary. I would be very willing to work 75% time (ideally doing a 3 semesters on, one semester off schedule) so that I still retain benefits. Because I earn a high salary, replacing my .25 percent time would result in savings. I also know of many staff who would prefer to work a 10 month contract (and 10 month salary) rather than 12 months. Another option is to allow job sharing (e.g. 2 faculty job share, so each teaches only one semester)

Why oh why are we still using paper timesheets? This is one of the biggest wastes of time for obtaining them, verifying them, running them to the business office, and having them process them. Not one single company I know uses paper timesheets. We could probably eliminate a large percentage of certain jobs that are dedicated to this archaic process. It’s time to put technology in place of inefficient, ineffective people.

UMD is top heavy with administration and special programs that are administered at levels above the college level. In many instances these usurp traditional functions of departments, colleges, and individual faculty members. In addition these higher level positions create extra work for the administrators at these lower levels, and faculty. Returning functions to lower administrative levels and faculty would create significant savings and efficiencies. It is difficult to clearly explain this without reference to specific programs and positions and so I will provide an abstract example. The administration perceives that there is difficulty in students obtaining paperclips necessary to hold papers together when term papers are submitted. Rather than work with faculty and students who are directly involved with the paperclip problem, and discuss how to solve the problem more layers of administration are added. A new office of paperclip management is set up in Darland Hall headed by an Associate Vice Chancellor for Paperclips with administrative assistants, secretaries and accountants. Money for this positions results in the reduction of funds available for teaching. This office generates surveys on the paperclip shortage, arranges meetings, and develops strategic plans. Decisions are then made at the level of the Chancellors Cabinet among administrators who have not met a student or seen a paperclip used to hold a term paper together in years. Numerous costly and time-consuming policies are mandated which occupy faculty time and divert time from teaching and research. I know this sounds like a standard complaint about bureaucracy but it is a discussion that I hear everyday from faculty. A second problem is with the methods use to obtain help from facilities management. I am not complaining about any individuals: I have always found all of their staff members to be helpful and hard-working. However, the process to have work done seems hopelessly inefficient. I work in a department that generates significant cost returns from grants and much of this goes as overhead to facilities management. To get anything done I must first ask for an estimate for which I have to supply and budget number, and then to go work done I have to supply another budget number. All of this to move money in circle within UMD often to fix facilities that should be funded out of grant overhead this seems costly, inefficient and often prevents important work from being done. In addition work seems to done in the order that requests were received rather than being prioritized and this results in delays in important work being done. A third problem are the barriers to collaboration between UMTC programs located on campus (Pharmacy and the medical school) and UMD departments. Efficiencies could gained if
We could share teaching and research facilities and responsibilities. Individual faculty find ways to accomplish this, but at every turn their are administrative barriers that work to make this costly and difficult. It often seems like we are at different universities in different states rather than working in the same building.

I think there are many permanent administrative positions that have been created lately that we do not need. However, following your recommendations, I cannot be more specific. Also, I think it's unethical that (some) administrators get salary raises while we are facing this 'deficit' (imposed upon us by the TC administration). Again, I cannot be more specific about the raises...

Maybe not so top heavy.

Summer and break allow for four day work week (4*10). Offer unpaid time off during summer and holiday break for non faculty members. Example: one week off unpaid.

Centralize administrative and common functions. Then outsource certain marketing, ITS, functions to private companies that are efficient at these processes. Automate processes with software. We have employees using forms and methods from the 1980's that need to be keyed in by an admin position. Hire an outside firm to do cleaning. Get a better method of video conferencing. How many faculty and staff are driving multiple times a week to other campuses. Encourage it to be used. Analyze mailings with a survey. Is the information being read?

-Cut administrative salaries -Ask staff and faculty to voluntary forfeit merit pay -Reform tenure -Allow students to work for the institution through their major requirements/courses. Lowering the cost of courses for students as well as expanding their experience & resumes. -Upon renewal of the Coke contract ask them to cover part of the deficit. Show them the long term plan to phase out Coke and how much $ they would lose.

Remove second composting toilet from Bagley Building. It costs lots of money to keep it functioning. Provisions were made to put in a regular toilet that can handle the occupant load.

Sell the gavel pit and shed responsibility for management of the Glensheen Mansion... or sell it.

Early retirement option for long term staff

Eliminate Associate VC positions in the EVCAA office and distribute work to the Deans. I really don't think there is much fat to cut. While I appreciate the Chancellor's desire to avoid deep cuts to anything, unfortunately we've reached the point where I think that is necessary. The Chancellor must set priorities and then cut low priority items. Asking us for suggestions on a survey at this point in time doesn't really feel like leadership. There's been a multi-year effort to plan and then prioritize. We should be able to identify specific areas to cut by now.

You should definitely consider another round of staff and faculty buy-outs. I know at least 2 faculty members that would likely pursue this, even though they declined the opportunity last year.

1. Conduct another voluntary departure program, with attractive incentives. 2. Like in any other sector, and Higher Ed., reduce middle management positions. Too many overpaid employees, doing too little work. It's obvious, so address it.

Outsource: bookstore, dining services, a large part of facilities management

I think that there should be a central advising office rather than having multiple offices all over. It could be the admissions/advising office and career service activities could also be folded into that. There is a tremendous amount of duplication across campus that could be eliminated at substantial cost savings. I also like the idea of rethinking diversity efforts -- changing to the Office or Committee for Diversity and Inclusion. This gets to the idea that we are all diverse in our own ways. To express this, we could
encourage faculty and staff to plan programs and presentations to that effect. At the Mayo Clinic, for example, this is exactly what they do and everyone benefits. A presentation might involve a dance number performed by a doctor from Ecuador, children singing Hmong folk songs, etc. But the point is that the academic community and the community at large would be part-time participants. This would also reduce the "politicization" of diversity issues. I would closely examine the freshman seminar ingredients and fold essential topics into large lecture classes that freshmen take, rather than spending what must be a tremendous amount of money running those classes. I think that this could be done fairly efficiently and with obviously great savings. The topics to be covered could be those that have empirical support for helping freshman manage -- and those that don't have empirical support could be eliminated.

I can't think of anything. We're already operating close to the bone.

Reduce the number of middle level administrators on campus. Shrink the bloated administration.

Since announcing the budget deficit, you've added administrators, vice chancellors, directors, etc. and reduced faculty and staff. This is counter-intuitive behavior. We don't need the additional administration, and one way to reduce the deficit is to get rid of the excess administrators.

Offer another retirement incentive/voluntary departure program. This time include all employees at UMD including Med School. Let the younger, healthier folks move into jobs here, at lower starting salaries.

(1) Streamline the recruitment of faculty by the creation of college wide search committees instead of having multiple individual departments duplicating efforts, bundle searches into 2-4. This may even lead to an increase in the diversity of applicants as dual-career couples could be sought. (2) Reduce the time, money, and anxiety of annual contract faculty searches by either opening more tenure lines or making 3-5yr contracts more of the norm. (3) Duplicate resources for a single college or department occur when programs get moved to opposite ends of the campus. Re-assess the current building allocation of space based on size of current departments and make an effort to consolidate departments that have become split on opposite ends of campus. For new building space allocation that doesn't make sense fix it. (Stop "doing dumb" for the sake of compromise)

Increase the gold parking fees to $500 per year. Put a hold on pay increases to anyone tenured or in administration who makes more than $50K a year. Encourage voluntary attrition. Put more money into attracting out of state and international students. Ask your tenured staff (and anyone making more than $100K to take a 10% pay decrease; anyone over $200K to take a 20% decrease; anyone over $300K to take a 25% decrease. Do not pay instructors for having TA's. Reduce tenured teachers to a 9 month appointment like the rest of the faculty. The rest of the faculty will not protect them.

What if faculty and departments were rewarded for bringing high school students to campus for events, competitions, tours etc. It could boost enrollment. A yearly email? A plaque? Add to the faculty awards? I don't think faculty are thanked enough. We need to foster a culture of appreciation. Departments should thank each other more and supervisors should thank employees more. I hate using pesticides on the lawns. Can't we plant clover and live with a few weeds between mowings?

The University needs to carefully evaluate its athletic programs and expenses. The University's mission is first and foremost to educate. Having students miss classes due to commitments to athletics seems to be counter our primary mission and the expenses related to transportation and travel can not be justified. Summer's are an extremely quite time with buildings not being fully utilized. Since its difficult to "shut down" a
building and save significant money, more summer programming needs to be held on campus to leverage the capital investment.

1. **TURN OUT THE LIGHTS!** There are literally hundreds of lights left on overnight on this campus, unnecessarily! The power needed to have lights on for months/years at a time is surely being paid for, is it not? We always brag about our commitment to sustainability at UMD but I simply cannot believe the energy and MONEY that is being wasted by having most of the lights on campus burning 24/7. This is ridiculous.

2. Start cutting the Athletic department. When you have teams/programs that are supposedly revenue-generating, but in fact lose hundreds of thousands of dollars each year, it does not take an advanced degree in Economics to do the math and see that this is UNSUSTAINABLE. Paying coaches outrageously high salaries while their games draw only a handful of fans is foolish and irresponsible, to say the least. Most of these programs benefit only a few people (the ones who are coaching and playing) and add nothing to the overall betterment of our school. Painful as it would be, we have a responsibility to be responsible. Mothball the sports that are not self-supportive and start putting that money into academics, safety, and maintenance.

Retirement incentives for those professors who have quite a large salary. Implement more green ideas with recycling and turning off lights. Save money by not having the same lawn torn up and replaced every year. Look at professor's salaries vs. contact hours/research for future employees.

off sourcing painting of rooms, hanging pictures, cleaning etc

Evaluate programs more as cost centers. We have hard decisions to make and need to ensure we are investing in the right places. We owe it to our students.

Try to get more funding from the twin cities, or from the legislature.

Perhaps offer another Voluntary Departure program for staff with a little longer lead time than six months to date of leaving?

Implement more strategic program cuts as identified by the Program Prioritization - possibly reduce some full-time options to part-time. Check ALL areas of the campus that could benefit from the implementation of motion sensors for lights - bathrooms, workrooms, etc... Plant perennials in the gardens to eliminate the work on gardening.

Don't plant sod each spring - just reseed. Top tier of administration take a 0.5% pay cut. Prohibit small refrigerators in personal offices.

Cut down or eliminate all the meals, snacks, etc provided to faculty and staff. If I wanted, I could eat 3+ times a week for free.

Monitor employee break times and lunch periods so time is not wasted. I am an employee myself, and it bothers me when I see other employees abusing break and lunch times, which is just the same as stealing money from the University. These same people would never literally "steal" anything from their employer, but they are stealing time. It really adds up! It costs the University many real dollars!

- Actively advertise summer housing rental, especially during the high demand weekends, i.e. Grandma's Marathon, Blues Festival, etc. - Longer term summer housing rental program to draw snow birds to Duluth area - Voluntary summer off for administrative/supportive positions in various academic areas. Remaining job responsibilities will then shared among other staff members. This can be a win-win situation that staff with school age children can stay home in the summer and UMD can reduce salaries expenses. Work load should not be an issue because so few students are around in the summer. - When offer voluntary layoffs, make the end date more flexible because there may be faculty members who want to finish teaching summer session before leaving UMD. Some people may simply not able to make drastic life decision, such as retirement, in a few short months.

Now that winter is upon us and salt on the sidewalks will kill the sod planted around
campus in late August and September. I would suggest skip the sod maybe try rock. The sod is planted too late in the season and if it takes a foothold, is killed by the salt and machines clearing the sidewalks. Saving money on labor to remove dead grass, cost of sod, cost of watering the sod. For the past 20 years I have seen the same areas sodded and resodded. Waste of money.

I expected that Program Prioritization would result in some majors or programs being eliminated, but it doesn't seem like anything happened, or at least I have not heard of it. Salaries are the largest expense, so maybe it is time to cut some staff rather than relying on retirements. The problem is, when you cut staff, their job just gets added on to someone else's, so there needs to be a review of WHAT people are doing. Just because something is being done doesn't mean it needs to continue being done. There is only so much time in a day. Another way to approach it is an across-the-board cut of 2.4% (6 million deficit / 248 million expenses) and let each department decide on their own how to achieve that.

--Continue offering RIO/voluntary reduction plans --Consider contracting for dining & bookstore services --Consolidate event management into one department, rather than the fragmented system we have now

Maurices building should be self sufficient if UMD takes possession. Operating costs should be covered or the building will add to the campus budget problems.

Voluntary retirement incentive

You are damaging moral with the cutting of positions and attempting to employ a business model on an educational institution. Look to the things that do not connect with out educational mission, such as athletics, for areas of reduction.

Consider offering the voluntary departure program again.

Out source selected service functions to the private sector; eg., janitorial, food service, ITSS, security.

It would be great if there were some sort of incentives to utilize on-campus services, such as the Print Shop. But they need to be competitive, cost-wise. And there is the perception that jobs can be bumped if a higher-ranking person (such as the chancellor) needs something right away. Not sure if there's truth to that, but that perception is out there. Another idea is for UMD to have one non-profit bulk rate permit, perhaps held by the Print Shop/UMD Stores- all departments could be encouraged to use it for all bulk mailings- one permit number for any bulk mail from UMD is actually kind of a branding issue- one campus, one code.

reduce salaries of all executive staff cut unnecessary administrative professional staff and replace with rotating faculty

One thing to take a look at is the position titles outside the University Campus. in particular the research labs. Many positions do not fit what the person is actually doing and the pay rate is outrageous.

Don't have any fresh ideas off the top of my head.

I suggest another voluntary departure program.

Efficiencies. . . so far, the lowest paid employees have been laid off or had reduced hours, while Administrators continue to keep their high paying jobs. The lower paid employees are doing most jobs the "administrators" duties. Why wouldn't administrator jobs be cut first. You need to cut the middle and top to see any financial benefit. A respected Leader would have done this first. Show equality to gain respect.

Flatten out the administration hierarchy. Since the last wage freeze, an entire new level of middle management has been added to UMD's hierarchy including several associate and assistant VCs. I would suggest eliminating these new high-paying positions.

1) Put on a hold on Job Evaluations Questionnaires until all positions have gone through the Job Family Study  2) Hold to the mandatory 4% increase for promotions as a result
of the JEQ process. 3) Furloughs 4) Salary Freeze 5) A closer review of the results of Program Prioritization (shared services, duplication of services)

It seems we could make some significant gains by increasing retention. That requires an investment in the staff and programs that research shows best affect student success and retention. Check out a summary of such research in this article: Fostering Student Success in Hard Times http://www.changemag.org/Archives/Back%20Issues/2011/July-August%202011/fostering-student-full.html It's not just about cutting costs. It's about investing in practices with a big return.

Having worked in my previous position outside of UMD as an Innovation Coach for a school district- I'm struck and appalled that no where within the Strategic Plan is there common language for innovation. Cutting costs, increasing efficiencies, policies and practices can all be reviewed considered and modified but in the end it will not on it's own sustain financial viability for the future of UMD. Innovation practices should be what drives the strategic plan. So while right at this moment I do not have specific recommendations for cost cutting, I would highly encourage UMD to consider adding unified innovative practices to the strategic plan. Doing so should help overall with savings.

An accepted and encouraged practice that if staff (at any classification) want to take off government holidays that UMD doesn't recognize (President's Day, for example) - they can do so, without pay, AND without fear of their job being put in a precarious state. I would include other breaks in there too - like Spring Break (UMD's or an employee's children's spring break), the odd October break that will be happening in the new academic calendar, etc. I imagine it would have to be subject to department approval, but if UMD says that kind of time off (again - without pay - that being the money saver piece) - is encouraged it could 1. save money, and 2. potentially increase morale with improved work/life balance, 3. reduce employee stress (= higher morale) for determining child care during school district breaks.

Cutting costs 1) limit travel costs on a non-recurring basis to help cover $6M deficit on a non-recurring annual basis. 2) hold salary increases to 0%, taking into account contractual obligations 3) look at another voluntary departure program for CS, P&A staff, faculty. 4) consider setting thermostats 1 degree lower and encourage employees to dress in layers.

Offering reduced hours, especially summertime. Closing campus over the holidays. Require departments to cut travel costs. Currently, a trip to the cities with a pool car costs departments under $90 (plus an $18/day rental fee=@$110), yet people still use their own vehicles for University travel. That same trip would cost a department nearly $180 when reimbursing an employee at the mileage reimbursement rate. We should adopt a policy of ONLY reimbursing for actual gas charges unless a university vehicle is not available.

The entire University system is so bureaucratic. It is so top heavy and many of the upper echelon folks have the highest salaries, yet have the most token roles. I know that no one fully understands a position until they have worked in it, but I think the University needs to embrace that US News & World Report study that said this University is incredibly top-heavy. Instead of constantly making excuses about that not being the case, how about the people in power (the one's who could actually change anything around here), start LISTENING to the FACTS on that!!

Find a more permanent solution than re-sodding the grounds next to sidewalks every year. Regulating temperatures in buildings more consistantly so people don't need extra heaters or fans. (Air conditioning could be cut back so that it is not so cold). Do we really need to provide so many meals at meetings or have hospitality meals at very expensive places? How would money be spent if it were their own?
**Refrain from expenditures on landscape projects.** For example, do not re-sod a lawn in an area where students use as a walkway/path. The ratio of mid-level management to actual work producer in FM seems skewed. Custodial manager to staff rations have ballooned over the past 20 years. If we're having difficulty getting work done in a timely fashion, continuing to add more supervisors doesn't seem to be the answer. Outside, our planting and paving projects seems to suffer from a logic disconnect. Why are we so concerned with planting native prairie habitat in a non-prairie area (Duluth), and then spend an inordinate amount of time and resources to "maintain" this habitat? Face it, the campus is an urban landscape. Stop wasting precious time and dollars pretenting it's something different.

Lots of people in our office print everything to our leased printer in color, which costs way more per page than black and white. If we could somehow change the default settings across campus to black and white it could save a significant amount of money, if we have as many leased printers as I think we do.

**Continue to offer the voluntary departure program.**

It would be great if there were some sort of "ride share" to the Twin Cities program. I would guess that on any given day there are multiple UMD employees on the Twin Cities campus - most having driven down themselves. If there was an easy way - web site or something where people could post that they will be traveling and offer ride shares, etc. - that could add up to some savings plus being more sustainable in our savings of fuel and resources.

Eliminate any supervisory position with less than 5 subordinates by removing the supervisory capacity and reducing the job classification and pay scale. Establish purchasing standards - for both equipment and supplies - that every unit and department must comply with and do not make exceptions. Put a moratorium on purchasing of any new furniture - reuse or recycle only. Close campus during all academic breaks, putting all administrators and most staff on unpaid short work break. Do not accept maurice's; release the Tech Village leased space; sell Limnology Lab, the farm, the lower campus and Coleraine. Find a way to eliminate Glensheen without causing a firestorm of community controversy. Do not accept any space that cannot positively cash flow with a significant profit, and don't speculate on the potential. Do not increase any square footage on the campus unless we will increase and maintain the enrollment to cash flow it. Sell the fleet and restrict travel. Most meetings should be done by ITV, google hangouts or phone. Conference travel is a luxury, not a necessity. Eliminate one college, combining either CEHSP/CLA or SFA/CLA into a single college. Eliminate all associate vice chancellor positions. These duties could be performed by department heads with a "courtesy" associate vice chancellor title to denote their scope of authority. Do not hire any administrator from outside; recruit only UMD faculty and staff for these roles. They have some skin in the game. Cease using outside consultants for searches. Outsource both food service and bookstore.

**Definitely offer the voluntary departure program again.** Encourage departments that haven't yet tackled the task of restructuring to do it as an exercise and see where there may be overlap of duties and functions; then streamline all tasks and if necessary and appropriate, reduce appointments or eliminate positions.

We need to look at what academic programs can be eliminated and what non-academic services/programs can be reduced or eliminated. I don't have specific suggestions, but we cannot continue to do everything we have done in the past.

I don't know if this policy still exists, but at one time, a person who was a Dean or Dept. Head, could leave that position and go back to teaching and continue to collect a Dean's or Dept. Head's salary. I think that policy should be discontinued or revised if it still exists. It has improved greatly, but I still think more communication can be done
through email and continue to eliminate paper copies - people can print a copy if they find it necessary.

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<th>Statistic</th>
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2. Please comment on your ideas for increasing revenue, implementing new revenue sources, or supporting marketing and development practices or policies. Do not employ names in your comments, and as possible, please refrain from referring to specific positions so as to identify individuals.

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<td>Focus clearly on nontraditional students strategy and fund initiatives surrounding that strategy.</td>
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<td>Rec Sports could be made more available to the community, with special parking passes or on a pay as you go basis. I am also surprised that rental fees are not uniform for spaces at UMD -- some are gratis, others are very inexpensive. Additionally, University for Seniors could increase its participation fees.</td>
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<td>What about a &quot;raffle&quot; to win free tuition, books, or something of that nature. I know I would pay $10 at a chance to win tuition, books, or a tuition credit. If you potentially sold 2000 tickets at $10 a ticket, that is $20,000 of revenue, minus the cost of the prize.</td>
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<td>As a matter of principle, I don't believe in &quot;marketing&quot; a university or charging students anything beyond what is required for them to learn. I also think students and faculty should get the maximum possible benefits, including free or reasonably priced transit. The university's goal should not be to increase revenue, since it is, by definition, a nonprofit. If it needs money, it should fire unneeded administrators, particularly at the top level, and reduce unnecessary expenses. Cutting faculty budgets and making it harder for students to get to class is not the way to do this, and, frankly, contrary to the university's goals.</td>
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<td>attract more outside investment, primarily by getting the word out concerning research capabilities</td>
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<td>Hold baseball tournaments on our field. Very under utilized. Bluestone has the amenities to serve fans.</td>
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<td>Raise parking rates.</td>
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<td>Our students really like being able to pay their bill in person, but perhaps there needs to be a convenience fee to do so. With online payments and a drop box, the only folks that should need to walk a payment up are the ones paying in cash or wanting an immediate receipt due to a past due balance so they can register. Charge them $5 each time they pay at a window--they'll still do it because they need the immediacy of the payment &amp; helps generate additional revenue at the same time for the urgency factor.</td>
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<td>Added enrollments - I know I attended an area high school and never even considered UMD. Despite the fact that I was in the top 5% of my class with an ACT score well above average, I never received a single piece of mail from the college, but was actively recruited by others. Better recruiting practices would mean higher revenue. I also see way more marketing pieces from NDSU in the area than I do from UMD - just because people live here and see UMD gear all of the time, doesn't mean they automatically think about it when considering colleges. Area students are likely to associate UMD more with sports than with college because the sports are what we hear about. (Of course, I'm not knocking sports. I love Bulldogs football and hockey!)</td>
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| Support for grants in some divisions could be ramped up with incentives. The support staff in some divisions such as cla is woefully inadequate, discouraging faculty from pursuing them. Create new inter/cross/multi disciplinary venues in which faculty from
across divisions can work, teach and research together. Increasingly, funding agencies and institutions are looking at this framework and UMD is behind the curve in terms of encouraging and incentivizing such endeavors. Besides the resources available, the intellectual and real world rationale for such ventures is manifestly important. Meals in the Kirby dining area and items within the bookstore (i.e. clothing, accessories) are priced too high for the average student and most staff to afford. Sales would increase if prices decreased, even slightly. It is nice to have exceptional quality meals and items to choose from, but it would be beneficial to more people if more 'averaged' priced items were also available.

RSOP offers a great membership plan for staff for 16 dollars a month. Its a very fair price, but I am sure many of us would be willing to pay more for the facility. A small increase wouldn't be hurtful to the pocket book of most staff members. 5 dollars a month for a bus pass? I'd pay 6 dollars month - that's only 72 dollars a year and is still a tremendous value. The library has a couple of spaces (first floor study area and the library rotunda) that could readily support summer events like weddings, meetings, conferences, community events. Kirby Ballroom, with is excellent views is also a space that could host the community more. We need to advertise for new programs. What about creating a law enforcement partnership with Fond-du-Lac and/or Hibbing college to compliment the Criminology program at UMD? This could lead into a seamless transition from the 2 year program at those schools into an undergrad study at UMD.

*Quality online educational courses for pre-requisites, electives, and/or cores  *Quality online/hybrid educational programs  *Accelerated programs for working adults during the summers/evenings/online  *Summer community event fundraisers  *Can UMD now directly offer PhD programs?

I think UMD could bring in funds through short- and long-term space rental. For example, promoting Weber Music Hall and the outdoor classroom at Bagley as a sites for events and weddings. Long-term rentals could include leasing out space to a summer-only child care center. It makes sense that we only have infant to preschool care during the school year, but during the summer, our school-aged children need care and there is space available.

UMD could make greater use of distance learning programs that would reach tuition-paying students in Greater Minnesota. These could be for adult special education programs or other kinds of trade programs.

Narrow the program offerings, and significantly raise the quality of those programs. Put pressure on Departmental Directors to combine staff positions when possible. Responsibilities are only decreasing as technology improves. Expand housing to cut into revenue stream going to private developers (gender neutral / affordable / less regulated)

Expand online teaching with financial incentives to faculty because online teaching is more labor intensive. Revamp the scheduling of classes for more flexibility; Move to a four-credit course model with writing intensive courses. Publish a report on the DTA bus ride program. Did it work or did faculty opt for a parking permit over the bus ride program?

I already mentioned revenue opportunities, such as diversifying the student population, investing in staff, and cultivating alumni. Creating business partnerships that create positive media opportunities, graduate placement, shared resources, etc. are a huge benefit in revenue and marketing. Sometimes, it isn't about cutting. Rather about partnerships and creative collaborations. Giving to the community, not necessarily monetarily, also provides media opportunities that would bring awareness of the campus on a wider scale. Getting staff together to bag groceries at Second Harvest would draw
positive media, build staff relationships, help the community, etc. UMD just isn't in the community near enough.

I think that UMD should focus more on online offerings and programs for non-traditional students. Follow the examples that the College of St. Scholastica is setting. While I realize that they are also in a downswing, it does seem like they are more in tune with these areas.

Expand summer housing rentals to vacationers.
Charge University for Seniors a small sum to participate. Charge for on-street parking. Charge a small fee to tour the Tweed (or maybe some parts of it). Charge more for athletic events (except for students).

Would creating more parking spaces generate more revenue (more faculty/staff/students able to buy more parking spaces)? How about charging more for parking spaces that are very close to buildings? Should we look at getting into health care management programs or nursing or physical therapy?

In my view a priority is to work on restoring public funding for public universities. Long-term lobbying plan, directly towards lawmakers but also to build strong support in the population. This implies a campaign to demonstrate the worth of public investment in higher education (we have an economy department and a marketing department). This also implies a demonstratively rigorous stewardship of public money in our universities.

Dining services should be privatized and a company such as Border Foods should be allowed to lease the space from the food court area. By leasing the space and taking a percentage of overall sales/profits, the university could completely eliminate the expense of running a food court, a dining service and a catering company. Current employees in Dining Services would have to be given priority hiring in the new model, of course. The same goes for the Northern Shores coffee shop. Caribou, Starbucks or many others would jump at the chance, I'm certain. The university needs to market much, much better. We've had tuition frozen for two years now and going on a third-I've seen no mention of that in advertising. My department advertises in a dozen or more journals, programs, billboards, etc and our enrollment not only held steady during the crisis, we grew. The university needs to sell the programs, the faculty and the student work smarter. Our own town doesn't even see us as the "destination" school despite our achievements and size compared to the other schools in the area. Faculty accomplishments need to make it beyond the departments and the U of M Brief and into the community. The community needs to know why having a university like UMD is important and an asset culturally, economically and socially. ALUMNI ALUMNI ALUMNI.

We need to better market our alumni in specific ways (by department/college). THAT'S A REVENUE SOURCE

- Ascertain the total annual 'cost of instruction' at UMD. Using the same criteria, ascertain the total annual cost of instruction at the other U of MN campuses. Ascertain the total annual tuition revenue amounts for each campus. If the campus-based ratios between cost of instruction and tuition are not aligned, adjust the system's distribution of funding so that all U of MN students have equitable access to educational resources. - Marketing practices and policies should include opportunities for LSBE students to create UMD campaigns. - Increase parking fees and the cost of sporting event tickets.

Getting more industry support by closely working with local industry to address their needs in education and research, i.e. offering courses/degree programs need by local industry; having faculty research more tied to local industry's problems.

Build a bubble for the football field to create an indoor practice facility for our teams and the community. Rental of said bubble will create revenue throughout the winter/spring. See St. Cloud.

Invest in full-time marketing position for each college. Set marketing goals and create
marketing plan/strategies to meet those goals. Communicate with and market equally for ALL programs. Establish alumni program. Create a process for faculty to submit newsworthy updates about their programs. That might be available now, but it is not clear nor is it a focus for faculty. Provide incentives for faculty to participate in social media and outreach.

As UMD takes over the maurices building, use it as an incubator space for local entrepreneurs. Let local start-ups use the building as co-working space, along with faculty and staff, and charge sliding fees for space use, as companies grow, they pay more. This requires leaving some space empty in the beginning, but could result in the collaboration between highly profitable businesses and the UMD community. End UMD's position on being a "dry campus", and allow for alcohol sales at a campus bar, while or course complying with laws regarding the drinking age.

More night classes for working adult students. Developing a student alumni core. The single most important step is to provide resources that would allow programs to expand for which we currently have to turn away qualified students. The second step is provide much more community visibility to outstanding individuals and programs with significant local impact.

Outsourcing some services may save costs. Dining, bookstore, custodial... Has anyone looked at that? If so, what would be the savings? Or would the cost remain the same? Why we do not know that?

Lease spaces in Center Court and other campus locations to restaurants. We need another coffee shop. Chill Billy & Qodba could have been on campus. Instead of Sushi monday lease a spot to Zen House.

-Allow marketing/comm students to work for the University per grad. Who knows us better than they? Increasing equity on campus and in the community is one way to increase revenue. Engaging in equitable practices can help increase flow of money into the University -Reshape curriculum so that all students can choose a portion of the strategic plan to dedicate their education through. They would take 2-6 credits per year dedicated to that specific goal. The money used to pay for those credits would pay for their projects/research/etc. If they had additional funds that money could be rerouted (possibly) I am unsure of how those silos work.

Utilize the Farm we own to manufacture medical marijuana. Yes, I am serious, this is NOT a joke. Apply political pressure to the state legislature a well as Kaler's office to make this happen. For God's sakes, start thinking outside of the box. Open Griggs as social gathering space for faculty and sell beer and wine. Yes, Again, I am serious. It's about time we see some vision for this campus.

Eliminate spousal hires and definitely do continue spousal hires with Access funds. Raising fees here and there isn't the answer here. That just antagonizes students faculty and staff. Stop looking for fees to raise and make significant cuts to something.

Create a system to actively track alumni. Creating substantial alumni donations. Increase tuition. System to attract donations from alumni.

User fees are a common way to increase revenue. Example: 1. With a soft anti-smoking policy, sell permits for people to smoke. 2. Charge ANYONE who brings their pet on campus. This place has turned into a dog park. 3. Charge ANY non-student/staff to use ANY facility on campus.

Charge School of Medicine and College of Pharmacy full cost of support services. Rent out dorm rooms to tourists during summer months.

It seems the UMD Foundation could be dealt with more effectively.

It would be a grave mistake to align research with corporate interest for financial gain. Our researchers would lose all credibility if you move in that direction. It would make sense to develop and market evening and week-end Sports and Rec programs to the
general public. UMD has a great facility and literally hundreds of potential (student) instructors. It also has lots of free parking during those hours. Some of those programs should be geared towards senior citizens, many of whom are already connected with UMD. Bagley Nature Area and Classroom seem to be underused. These spaces could be used for small weddings, family reunions, meetings, etc, during evenings and weekends. UMD markets Glensheen for these purposes, but Glensheen is expensive and the catering there is not so good. Bagley should be priced much lower then Glensheen and make available a different caterer, perhaps one that cooks organic foods. Malosky Stadium cost $6.5 million, hmmm... Malosky could be used differently. Instead of spending money giving faculty and administrators free tickets and free food, UMD could install seating in the upper levels and sell high-priced seats to the games to those who can afford them. The Chancellor should attend, and development personnel should also be there. It wouldn't hurt to offer hors d'oeuvres to the rich people in attendance, I'm sure what they pay for seats would cover the cost.

Utilize the campus more efficiently by offering a third complete semester.

(1) Use engineering capstone design projects to do energy assessment audits of facilities and recommend design paths. (2) Add a coffee cart to the opposite end of campus. Keep it simple and in a high traffic area (like outside of math dept). muffins, coffee & tea --> no frills, all profit

Create a group that could travel abroad to promote UMD and attract more international students. Advertise out of state more in ND, SD, Montana, Alaska, Michigan, Idaho, Wyoming. Change the cash parking lot to a pass. You can eliminate staff for that position. You will have to create more metered parking, which you could do by an electronic pass.

promote useage of facilities by the community on weekends.

Renting classroom space during summer. Opening up the residence halls to rental accommodation during summer periods.

1. I know this might sound overly simple, but why not consider having some raffles to give away things that UMD gets for free or for cheap? Examples: Raffle off access to one of the Amsoil Arena suites at a men's hockey game. Raffle off game tickets to football and hockey games. Raffle off a chance for a person to stand in the players box during a hockey game. Raffle off items from UMD Stores. 2. Years ago, Romano Gym would be close to capacity for men's basketball games. Now they are lucky to draw a few dozen fans per game. The reason for this is that men's basketball rarely has any locally-raised players on the team. I'm looking at the current roster and the closest thing to local players we have are guys from the Twin Cities area. One of the reasons the gym was full years ago was because we had players from Duluth and the surrounding area on the team and people were interested in watching them continue their playing careers at UMD. The truth is that basketball fans in this area don't care about Bulldog basketball anymore because there is absolutely NO local flavor on the team. We have all these guys from the Twin Cities, Arizona, southern Wisconsin, etc. playing here and the teams are still not very good. Get some local guys in here to play again and even if they aren't very good, I'm certain that fans will start coming to the games again. No one wants to venture out on a cold night to see a bunch of players no one knows. To put it bluntly, no one in this area cares about UMD basketball anymore because nobody knows who these players are. This is simple logic. Local college team; get some local college players in there! 3. My understanding is that the big concert put on by KPB every Spring loses a considerable amount of money. I've asked some of the KPB people about this and to paraphrase them, they are okay with that because it's not about making money as much as it is about giving the students a chance to gain practical experience in organizing a large event. This is hogwash and we need to move
away from that way of thinking. If the event is losing money, stop holding it every year! Take the money we use for it and out it into our core expenses. OR... If we insist on putting on a concert every year, start booking acts that will actually draw people and make money.

Not sure

move to an all year system of going to school. have 3 semesters

Leverage strategic partnerships, make fund raising, new revenue and innovative fiscal practices part of annual evaluations.

Try to get more money from the twin cities, or from the legislature.

Have more large-scale events on campus that require ticket admission for the general public - use the ballroom, gym, Bohannon, theater etc. as the event/conference requires. Some could utilize structured tiers of speakers/events - attendees who require more advanced levels - go to this room, those who need less, go to this room. (UMD could benefit from a conference center with adequate parking - rather than having its large-scale events at the DECC)

Review programs to reduce those ugrad with hours over 120 - not sure how they appeal to students who have ample choices locally - and nationally with on line programs.

Advertise UMD more. Expand program choices for working students.

I don't have any new ideas for generating revenue.

See previous note on summer housing program.

Classes with 3 or less students should not be offered. I think also classes need to be offered all day and not just for the benefit of faculty from 10-00 a.m. until 2:00 p.m. Would allow students the opportunity to maybe finish their degree programs if they could take more classes during a semester.

Offer more online classes and degrees. If every class or major had 1 or 2 more people in it, it shouldn't drastically impact costs (i.e. you should be able to accommodate using current faculty and staff) and it would open a new revenue stream. Market UMD more heavily in Northern Wisconsin. Many high school students consider UWS or Eau Claire, but UMD does not seem to be on their radar. It's like there is a concrete wall on the border and they can't see over it. Consider/strengthen partnerships with local colleges (UWS, LSC, Northland College, Fond du Lac, etc) that would make it easy for a student to do a year or two there and then finish up at UMD in specific programs. The benefit to the student is that they can start somewhere smaller and possibly cheaper, and the benefit to UMD is that we get students we might not have gotten otherwise, even if it is only for 2 years.

--Consolidating event services would create the opportunity for better marketing our revenue-generating spaces. --WE NEED A BETTER EXTERNAL AFFAIRS DEPARTMENT. We need dedicated marketing monies for admissions marketing and to develop stronger relationships in St Paul with our local and state-wide representatives. We need more staff in that area. --We also need a development officer for the student life division. We should not continue relying upon SSF dollars to improve facilities and programs in student life.

rent out the ice rink and other SPHC facilities more often.

the DTA plan also has caused the students that reside on campus to pay for the privilege to ride a DTA Bus twice. Something that is less likely for a student living on campus to ever actually do. Again, look at things that do not feed into the academic mission, such as athletics, as an area to slim down.

Continue to target transfer students as a source of revenue.

Continue to explore revenue-generating deals with private businesses for development on UMD land.

Revenue idea: Dining services has "the best cake in the whole world" according to my
daughter. Market cakes and other "take home" foods to employees. How many of us stop at a market on our way home on birthday weeknights to pick up cakes? Or stop for a take & bake pizza or other deli dinner? Wouldn't it be great if one could order on-line for take out items? And cakes? Revenue idea: birthday parties, etc., on campus. Parents are always looking for unique ways to celebrate birthdays. The planetarium has something about parties on their website. What about other campus locations, like one of the small gyms? The greenhouse? Staff it with interns- a gym party would get a P.E. student & education student "co-hosting" party. One in the greenhouse would get a biology student & education student. Or even just the Center Court, weekends... for birthdays, showers, etc... lots of people don't have enough space at home to throw a party.

forget revenue generation -- we are not a business -- stick to core values -- we have faculty who teach, we have student here to learn if we are successful with the second, we can promote that in order to attract good students

Take stock in our strengths with the University as a whole. All Campus locations. Budget to those doing well and increase marketing to them. Grow with technology...be ahead of the game.

Utilize campus during breaks for outside activities, events or conferences that will generate revenue.

Don't reduce benefits that help students and staff do the right thing. I disagree with the decision to change the bus benefit, along with an earlier decision to reduce the tuition benefit. Would rather see funding for athletic teams and trainers be reduced. Look for cuts that don't reduce civic, academic, and environmental learning and responsibility. They are far more important to UMD's future reputation and success than athletic teams. Go back to managing landscaped areas with less intensive methods, e.g., prairie. So much lawn that is just for show. Makes no sense.

Students are the only ones that should have free DTA rides. Faculty and Staff can purchase their bus passes throug DTA. UMD should only be in charge of running the book store and computer store. The food areas should be contracted to various companies that are required to hire students. Let student organizations (or sport teams) run clothing lines. I don't have the finanacial data but would wonder how sustainable it is to run these.

Strengthen relationships with LSC and other community colleges to partner to provide education in high-demand areas. For instance - UMD could partner with LSC to provide a 4-year RN degree. There are probably other areas, such as in computer science, where LSC (and other CCs) provide great technical skills which could be coupled with UMD's CS department to create specialized CS degree programs.

What services can be be charged out?

See previous answer regarding invensting in staff and programs that increase student success and retention. We should also study students who stay and persist through graduation to find out what works. Are there any patterns we can identify? Things that point us in the direction of how to keep other students who might leave? Support a Design Your Own Major option in one or more collegiate units. Market to new students as this may be very attractive. Also use it for students who may need to change majors but may be far enough along to make that problematic. Give them credit for what they have already done, and they make it meaningful by designing a plan to dove tail with that. Help them learn to articulate transferable skills.

Implement innovative practices throughout the University. Have a plan in place, an innovative team in place, to collect, analyze, and initiate efforts for changes (new programs, program modification, etc) to create a long term financially viable future for UMD.
Another coffee shop on campus.  
Work with the city to utilize the Maurices Building during the renovation of the Duluth Public Library. Could the books be moved during the renovation to the Maurices Building and use that as a temporary library?

Not that I want to put myself, or anyone else, out of a job, but I cannot believe how the University totally overlooks their greatest assets -- the students -- to do the University marketing. Let's face it, kids today know how to use technology and a lot of the older hacks around here are bitter and been here too long and don't understand technology and marketing to today's students (and potential NEW students) because they market the University in such a stale old way. The new UMD website is case and point. That website is absolutely terrible -- and it is brand new. And someone who knows something about that said there was no student input on how that website was designed. The University could use marketing and graphic design majors to do website and logo design for the University, etc., etc. I also think that it is crazy how many systems are not uniform. Even though there is a new room reservations system (Astra) how about make it so that I don't have to request rooms outside of that system (the UMD Library Rotunda, rooms in Kirby Student Center). Obviously there are some hold out departments that get to chose if they opt into a system and that seems absurd to me!  
...Also, I find the development lead for the College of Liberals Arts to be a snob. The University could at least teach development folks to not stick their noses in the air and blow off what they perceive as low-level folks. Maybe they should consider we might know people that could be helpful to them -- but why would we want to if they are rude to us. And I'm not the only one who has observed this!

Could the money raised from Athletics be used for something other than building new buildings for themselves, or rebuilding something that is perfectly fine the way it is? Can some of the money be used for academics? How about hiring from within more often first before hiring from the outside? That would potentially save on training costs.

Sell decorative bricks or sidewalk placards to sports fans. Install these items on the walkways of Malosky stadium, Romano gym, and other appropriate UMD sports sites. This could cooperatively work with the DECC as well. Promote events to be held in the Library Rotunda, for a fee.

Here's a huge money maker: START FINING VIOLATORS OF THE NO SMOKING POLICY!!! Lake Superior College levies a $50 fine for first offenders that increases with each subsequent offense. Absent from their campus is the carpet of cigarette butts we see outside of our buildings. This is a win/win/win situation. We discourage smoking on campus, we raise revenue via citations, and we don't spend as much time(and money) picking up cigarette butts. Additionally, while program prioritization helped with a consolidation of expenses, we need to take a long hard look at why we offer degrees in programs that offer little or no chance of landing their graduates jobs....other than working at Mickey D's, etc. Personally, I love history, but how many positions are out there for undergrad historians? At the risk of being politically correct, why do we have a women's studies curriculum but not a men's studies?  And how much money is being wasted on our "diversity" initiatives? Truth be told, if I were a bigot, I seriously doubt that all the diversity stuff would disuade me from my hatred/ignorance, yet here we are spending a gazillion bucks on feel good diversity programs that haven't been show to have even the smallest impact, except, perhaps, that those who mandate them feel better about all the good they think they're doing. In a nut shell, stop with the preaching, but enforce with stiff penalties, financial and social, on all acts of bigotry and intolerance. (side note: where is the tolerance the left is so fond of citing, when it comes to dealing with those whom they don't agree? Apparently tolerance is a one way street for them, eh?)
More continuing education offerings - we hear from companies frequently that need specific training for their employees - perhaps UMD could be providing more. More rental of UMD facilities when not in use by academic or student programs.

The DTA UPass change was a cost-shift, not a new revenue stream. Utilize the campus facilities on off hours. Offer meeting space for non-University entities in conference rooms. For example, 520 Darland has both a kitchen, bathrooms and meeting space. This could be desirable meeting space after hours. Other departments and colleges have meeting spaces that could be rented as well. All of these funds could go towards the campus academic mission. Offer to hold non-University events at Malosky with Athletics receiving the rental and profit, paying Dining Services the actual costs. Any off-campus locations that are not sold or eliminated should be leased to non-University entities.

Look at University for Seniors to see if there is any room for expansion. Also look at offering more Continuing Education classes geared toward the community.

Pursue rental of various UMD space on weekends and during the summer months.

I think you could do some marketing at Amsoil during hockey games. You have a captive audience that is already interested in UMD Athletics - you could have a table set up with interesting things going on at UMD - a specific program or someone showing off research (like Seagrant, LLO, or NRRI). Or create a video about it and play it on the scoreboard screens between periods or during time-outs...I see these types of videos about U of M on TV while watching Big10 sporting events.

More certificate programs that would go toward community and professional based recertifying. Any profession that requires CEUs is a great market for this. In addition, skills/competencies upgrades (etc. cultural competence, computer skills, etc.) UMD could be leading the way!!

Like to see a bigger medical school class-understanding this is part of the TC campus. The medical community would be an industry to talk to about new programs often they comment about the shortage of programs. Also a PhD or PsyD in Psychology would be valuable. There is a huge shortage of psychologists in the area. Would like to see the elimination of college in the schools or PSEO, whichever is under funded. Doesn't seem like dollars well spent.

Glensheen can and should be used to more of an extent. It has potential for revenue generation by hosting more events and expanding tour models that get people to come back for different tours that show off things you did see in the last tour. Take the Hearst Castle for example. Though Glensheen isn't on the same scale, it offers different options and encourages you to come back again for a different tour. Glensheen could host a New Year's party, gala that are on a lower price point than other local venues. Moreover, it could be used to host other organization's fundraising endeavors for a fee to use the space.

Renewable energy generation.

So many departments use outside companies for office supplies. I wonder what UMD Stores could do differently to keep this business within the University?

We are chasing students away with a terrible UMD home page. The categories are odd. You have to scroll for ever to find the Library, etc. The design is just plain stupid. It presents lies about what UMD is. We are not a campus of primarily people of color. The web page also makes it seem that we are running a Disney resort; not a university. Believe it or not students pick colleges by academic reputation; not gardens, fish, or sports. Clean up the links to academic programs. Hire better PR and marketing people. Whoever sold us the the "Those who can" mess of a symbol, clearly stole from us.

I gave a few ideas in the previous field. -Raise awareness and profile of UMD Farms
(SAP) events and market days. -increase capacity of childcare facility -increase consulting opportunities (business, education, education tech)
Add online and summer courses.
Cut the position of dean and make all department heads directly responsible to the president.
It might be helpful to offer more evening classes. I would imagine this would be a source of revenue. Perhaps more courses could be offered online.
Using one of the models in the book, "The Innovative University," operate school on a year-round basis with a full offering of courses in the summer. This might help ease the space crunch and will make full use of buildings during the summer. This could generate additional tuition revenue. This is not intended to be "summer school," it is intended to be a full semester option of courses.
In my experience we are the best kept secret in Minnesota. We do a terrible job of marketing ourselves. Most people on the streets in Duluth have no idea what we do or are all about. Why don't we have billboards like NDSU does all over town and on the major highways? Why don't we have a big electronic billboard or two around town advertising our events and promoting ourselves? A little investment would go a long way. We also need to reach out to the regional middle and high school population more actively to create and sustain a pipeline of kids coming to UMD, particularly given the declining demographics in MN over the next two decades.
With the recent suspension of two graduate programs at UWS--in visual arts and communication, there is an opportunity.
Charging current faculty and staff more for current services is no way to generate revenue. I have no specific, brilliant comments on this one other than to say that I support initiatives that increase revenue *without* selling the university's soul. In other words, corporate sponsorships and so on are NOT the way to maintain our mission.

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3. Please comment on your ideas for increasing productivity or implementing new workplace practices or policies. Do not employ names in your comments, and as possible, please refrain from referring to specific positions so as to identify individuals.

Text Response

I use a special surge protector in my office that automatically switches devices off when I shut down my computer. This includes my printer, usb hub, desk light and mat heater under my desk. The surge protector cost $35, I have been doing this for 5 years. I suspect that deploying them around UMD would reduce energy consumption. I have also been on the TC campus where lights turn on and off when people enter and leave rooms -- they are in offices, classrooms, restrooms, etc. What about Duluth?

Revisit Dr. Andrea Schokker's proposal for faculty workload assignment and role emphasis (e.g., teaching, research). I and others believe it has some merit once you get past some of the EUA rumblings...

If those with offices would lower their shades upon leaving, it would probably cut down the heat bill. Apart from that, I think the university is rather efficient in its operations. I'm happy, for example, to empty my own trash.

Encourage the University administration and CPPM to follow regents purchasing and procurement policies and not CPPM administrative policies. Sending out at least two RFP's on every design and construction project is a huge time commitment. The result will be better service, quicker turn around time and more cost effective projects.

Create a situation where office space is shared. We have significant square footage being used for only a couple hours a day. Design space the is usable for staff when they are working to create efficiency.

Instead of asking for people to take the extra 3 days of vacation during the holidays so that you can all but close campus, just build those days into the paid holiday structure. That way, you can shut down entire buildings instead of having pockets of people there because they either didn't have vacation time or didn't want to use their vacation time. The fact is, with staff reduction recently, morale is low. The lower-paid employees are less engaged in their jobs because they are worried about losing them. Some of them could be your hardest-working under normal circumstances, but productivity drops because they are stressed about cuts. Something needs to be done to increase morale, thereby increasing productivity.

Do NOT seek to privatize or outsource operations such as Dining Services, Janitorial, etc. If we did that, what message would we be relaying to our students: that it is acceptable to shift from living-wage jobs to scaping-by jobs, and that your education helps further the two tiered society that we continue to create at all our peril? We need to demand fair funding mechanisms from the TC campus. Why is UMD treated as something akin to the TC based CLA, for example? Whatever rationale is given for this present reality, the message is loud and clear: UMD as a campus is not on par with the TC campus with all consequences therein.

I don't know if it is possible, but we could eliminate the third party paper shredding company if we were able to put confidential paperwork in a university-owned locked bin and then incinerated on campus.

The athletic departments are over-funded and salaries are way too high for the amount of work they do. I love sports, but it's obvious no one is overseeing the athletic teams,
especially football and hockey. The spending is out of control. Instead of spending $25,000.00 on food for the football team while they are away, why not send them with boxed lunches from UMD?

*Boost respect, trust, and morale of your employees

I already commented on this in a previous question, in terms of increasing the number of classroom hours that constitute full time teaching.

Consider limiting the amount of committees a person can sit on that takes them away from the job they were hired to do (pet projects, personal interests). All of a sudden, the work isn't getting done because other committee work is taking up the day.

I already commented on this in the first box.

The low-level employees including term faculty members are working their tails off. That is not the case for tenured faculty and some department heads.

Look into outsourcing jobs like University of Wisconsin Superior. Reduce upper level administration costs by shifting focus back to the students overall needs.

The trash cans run over and the bathrooms are filthier, making it difficult for faculty to work in clean spaces. Clearly workplace means public places for student gathering while classrooms remain dated to the 1950s and 60s. Cleanliness and ergonomically reasonable WORK spaces should take precedence over student play pen areas. Cut administrative posts further.

I will be frank. I think we have had enough cuts in staffing. We are all now doing the jobs of multiple staff. It is stressful, with little financial benefit. Creating collaborations that would bring in new revenue from within the community- drawing in new types of students (tuition), new donations (alumni, business, and community), new collaborative cost savings (maurices building is an example,) etc. I just don't think staff can take more cuts. It isn't just an issue of low pay and doing multiple jobs. It is an issue of burn out, depression, and anxiety that you will still end up laid off. Who wants to work in that type of environment? I hope that we will be able to find a way to boost the negativity that these cuts have made and to build more trust back into the system.

Could people be held more accountable for their absences from work? There appears to be some abuses of vacation/sick time that are taking away from productivity.

Reduce staffing of mid and upper level administrative positions to REALLY reduce yearly costs.

This is difficult because productivity across units of any kind varies drastically person to person. Whether it's faculty or staff, the highly productive are pulling more than their fair share of the weight to make up for the slackers. It's that way everywhere in our culture, so I'm not sure how to remedy it except to be highly aware of who's doing what and taking action for those that are unproductive.

Utilize technology wherever possible for long distance meetings (for ex: google hangouts). Would it save money for some staff to work from home either part-time or full-time?

I'm sorry, but the cut in custodial services was a joke all over campus and continues to be. I know every little thing counts, but clean restrooms and empty trashcans are part of daily operations. "Death by a thousand cuts" is not just a literary figure of speech around UMD. I understand the budget crisis. I understand we need to be "efficient", but these cuts in "services" are adding up. I pay almost $400/year for parking, but am only guaranteed a spot from 8-5 M-F. I now pay more for my healthcare; I'm paying the rate for people with kids even though I have no kids. I have a higher workload than my peers at UMD and have a lower salary also for the same rank/title. The heat gets cut, the garbage doesn't get emptied, the bus isn't free and you cut the time of a quarter on a parking meter by five minutes with no warning. It's all adding up and taking its toll.
Every time a job is cut—either a custodian or an administrator—someone else has to pick up the slack. The demand for the work doesn't just somehow disappear, it gets moved over. So now our people are getting paid the same (less than the person who just left the work) as they were before for more work when they already had plenty. I know your job is tough. I know the budget is a mess, but cutting anything else cannot be the answer. We are all feeling devalued.

- Require administrators (both campus-wide and collegiate) to participate in the same competitive processes that faculty and staff must navigate (often without success) in order to access funding to support their professional activities. As long as the entrenched expectation that faculty and staff should be using personal monies for professional activities endures, the same expectation should apply to administrators.

From my perspective, the reduction in Custodial Services (which you provide as an example) has not been satisfactory. How we save $ by requiring faculty and high paying administrators/faculty/staff to perform custodial duties takes them away from their everyday duties in which they are already stretched thin. Cumulatively, it's NOT saving money. I've also noticed that a number of "public spaces" (i.e., bathrooms, etc.) are NOT cleaned on a daily basis with the restructuring. This does not show UMD in a positive light to campus visitors.

What I said in answer to question 1 fits here, namely: allowing staff and faculty to work at (and be paid at) reduced workload e.g. 75% time, or for staff, work 10 rather than 12 months; allow job sharing. Have longer winter break (say 6 weeks, and then shorter summer break) with campus completely closed for 2 weeks: this would reduce costs in heating classrooms for the 6 weeks, heating (at full heat) and maintaining all buildings for the 2 weeks closed period. Enable staff (and some faculty) whose positions allow this to telecommute (work from home) rather than having to be on campus. This could free up office space. Technology enables us to teach and attend meetings from home. Do more large group seminars online. Meetings to go over information we could learn ourselves are disruptive and most people are resentful they were taken away from their work in progress. When we have downtime we could review that information online in a much more productive method of information sharing.

Rather than saving $160,000 by making a sacrifice, we should keep asking TC for giving us a fair share of the state allocation. The whole 'deficit' is artificial, created just by a decision made by previous administrations (both TC and UMD) when situation was different. It is our administration's responsibility to get the fair share for us. If they have not achieved that, they should really question whether they are doing their job well.

Cut the school day, work day, credit load, and credit requirements. Spending more time in class, at work, or in school does not improve productivity after a certain point. Cut those hours/requirements = Same amount of work accomplished and a happier work force.

1. Eliminate our Human Resources office and use only the Central office at the Twin Cities. Our office usually has to get permission from TC anyway.
2. Eliminate I.D.S.
3. Eliminate The Technology Staff of CLA and fold it into ITSS. The lowest ranked staff member does all the work while his supervisor seems to do nothing but talk to people and is paid a salary well over $90,000.

Instead of sick leave for staff there should be paid time off PTO this would alleviate the abuse of sick leave. I see staff who "call in sick a day a week" just to utilize their sick leave. Sick leave should be if you are sick not because you don't feel like working or it is snowing. I am very tired of watching a particular staff person utilize every hour of sick leave. Most companies are going to PTO to alleviate the abuse of sick leave which is quite common and definitely affects productivity

Eliminate landscaping work during the summer. have service and community clue
donate services.  
Again, trying to address a six million dollar deficit by adjusting trash collection policies is absurd. UMD faculty and staff have participated in years of strategic planning and prioritization. It's time for the Chancellor to make decisions and lead.

How much money is spent by Facilities Management every Spring re-seeding the grass that is torn up by the Facilities Management snow-removal crews during the previous Winter? This seems self-serving, doesn't it? Currently FM stores a service truck in front of the Solon Campus Center. This truck should be stored elsewhere, and the stall rented or converted to a metered stall. Does this waste of parking space occur elsewhere?

This is simple. Take some lessons from our neighboring Governor in the Badger state. Confront unions and do what's best for the greater good.

Shift some services from ITSS to OIT. Get rid of car rental fleet.

I applaud the idea of having everyone empty their own trash receptacles -- it makes sense, it's small thing for someone to do and it saves a lot of money. I also think that the thermostats could be lowered and everyone could wear sweaters if necessary. When I see people walking around in shorts and flip flops, I think that the temps are set too high.

Is UMD's space being used effectively and efficiently? Is travel being scrutinized in a reasonable way? The perception is that some departments have so much latitude with travel that some profs are barely there. Who is paying for this; why?

Shrink the bloatted campus administration.

See my answer to question #1. Fewer administrators should result in increased productivity by the administrators that remain. Picking on the staff in Facilities was a classist action. Shame on you! Look at your own selves and how much work you actually do in a day. BTW, attending seminars, lectures, luncheons and presentations is not "work". I would have to use vacation time to do those things.

Engage the community in a fruits of the field project to supply more locally grown produce for consumption here and donation to the campus food shelf.

better toilet paper - the stuff we use now is so cheap that people use tons of it.

This is a difficult area to comment on for me. It always seems like those making the least in terms of salary are asked to shoulder the most burden. Personally, I would like to see fewer administrative positions at high salary levels. If people want to make maximum dollars than they should seek managerial positions in private enterprise.

Do we need twenty-some Athletics employees working at each men's hockey game? Why is Parking Services a separate entity from the UMD Police Department?

Provide recycle bins to all departmental offices to get all faculty to participate in the recycling program. Add a bin for all plastics, not just bottles or cans in the hallways.

Find an incentive for faculty to turn off lights when not in their rooms.

Is it possible to share administrative staff across departments? Are there colleges where the number of departments (or sub-departments) can be reduced? Are there services that could be provided centrally that would save money? Have all course evaluations done electronically

The worst cause of wasted productivity that I have observed at the University is abuse of lunch and break times. Perhaps a time clock in each department would help to correct this problem? However, it would have to be a fingerprint or retinal scan or other "fool proof" type of device. Otherwise staff would just clock in for each other, defeating the purpose and not saving any money in the long run. Why should the University pay people for their time when they are not working???

- When reducing costs, we always focus on lower level employees because it is easier to see productivity and responsibilities. However, there are a lot more non-value added
activities are being done on campus. - One of my student groups did a process improvement project using the "hub and spoke" concept and suggested that rather than having mailroom hand deliver mail to each mail stop, 2 - 3 times a day, each department should send representatives to retrieve mail. It is also good for wellness program because supportive staff can combine breaks and walk to either the mailroom or other designated, centrally located mail pickup areas. $160,000 is a nice cost reduction but many public areas are beginning to look shabby because they are not vacuumed and cleaned more than once a week. With the dirt and salt tracked in, someone needs to inspect the areas everyday and be more observant of what they see. It might look good on paper but in the end may result in replacement of carpet due to lack of cleaning. When areas start to look shabby students and customers have less inclination to keep the area clean.

Look into ROWE (Results-Only Work Environment).

We need improved internal communication on campus. So many services, departments and programs could collaborate to cut costs if we had any kind of system by which we could easily communicate. It took us how many years to figure out that nobody was reading umd.biz because of the furniture offers? It's going to take just as much time to rebuild that audience--on an already outdated medium. It has also lead to terrible service overall. Money is being saved, there is no doubt of that, but the quality of service has decreased dramatically. In the short term, this saves money. In the long term, students will question why they are receiving substandard service for their money.

Consider temporary limitations to travel for work-related conferences. Focus on targeting employee developing opportunities within the region.

Minimum teaching loads for all faculty, including tenured faculty.

I do not see how the change in custodial services is a cost savings--- it is a savings to the Facilities Management department, certainly. However, it is in reality just a transfer of responsibilities - now every department pays each employee to stop what they're doing to dump their own trash. Unless you think people are doing this off the clock? (Right.) But, sure, it looks good on paper if you don't think about it too much. I hope future productivity initiatives are truly a savings, and not just a shifting of the buck.

organize campus-wide allocation of classrooms to optimize schedules and space

Get up to speed with wind and solar technologies and implement them into the University. Practice what we preach.

I LOVE the new trash system. So simple, but teaches a lot. No great new ideas.

Productivity and Unit Change will only improve when trust and respect is regained in Administration. There has been to many reductions of the lower paid staff and not enough middle and upper administrator lay offs. Faculty are being hired but not required to teach many hours. Faculty are not reprimanded and are to protected. its time "all" are treated equal. When your hired to do a job, do it.

UMD needs a comprehensive vision which would prevent haphazard renovations that are abandoned or redone the next year. Example: All the monies spent on the renovation of SCC 40 in one year, which was then redone the next. As to the FM example above: Having staff empty their own trash is a no-brainer - good suggestion. However, cutting maintenance staff was a mistake. As the campus gets dirtier and shabbier looking, students have less respect for their surroundings and it just gets dirtier faster. There is also a potential impact on future customers (students & parents) when they visit and tour the campus.

A review of services duplicated across campus.

To create more wiggle room with scheduling classrooms, encourage faculty to design their courses as hybrid models. For example, a 3 credit course would normally meet in a
classroom 3 hours a week. If they only met for 2 hours a week in person and "met" asynchronously (discussion forums, flipped classroom where they watch lecture online) for the other hour, we could free up a lot of space on campus. And students may be able to schedule classes better as they would have less time conflicts. Convert some courses (or at least a section of the course) to completely online, and perhaps self-paced. For example, the Twin Cities has a course - PHAR 1002 that holds 1000 students in this manner. A very efficient way of delivering curriculum for some types of courses. And no additional trouble with scheduling for students (not being able to get a seat). Productivity is lost by the way we schedule the week of Thanksgiving. Put the Fall semester break days during this week and set things up to have the whole week off. Although faculty are not supposed to cancel Wednesday courses, they often get around this anyway and even those who hold classes have low attendance. Lots of employees leave early or take vacation time on Wednesday, further reducing productivity that week. By rethinking the calendar, we could gain some savings here. Campus could power-down and save on some lights and heating, too. Some faculty members view Winter break and Spring Break as vacation time even though they are on contract and not taking vacation days. This does not have the appearance of a productive use of paid time. They should be held accountable for working during this time or take vacation days if they are not working.

See previous two comments. While I can see that this survey is attempting to get at collection of ideas, there are better forums to do so in. Usage of innovation software and so forth that would provide a better spring board than a survey that we may or may not see the results from. Specifically in regards to my position, I am paid significantly below (nearly 20,000 less) that what is median for a position such as this outside of academia. This does nothing to encourage me to stay. High turn over as we all know contributes to high costs. Perhaps considering the moral of faculty/staff is warranted. I'm happy to talk with anyone regarding my thoughts and experiences. I believe there is good potential for UMD however I do feel we are walking down the wrong path at the moment in regards to considering how we go about reducing costs. Rachael Robinson

Look at cutting faculty in areas students no longer take classes in. With CITS being very popular with high school students, have we cut back on faculty in the liberal arts areas? How many incoming freshmen take lib ed classes such as college writing anymore? One of the parts of working for UMD that I find so unfortunate (as I was a graduate of UMD, as well) is that there is very little incentive to work hard and have pride in one's work. I am nearing 40 and I have worked at several jobs over the last 20 years and I thought working here would be fun! It turns out that this is the least fun and most miserable place I have ever worked! It would be nice if higher ups in my area actually followed through on some requests for follow-through and change that people ask for. Instead, once when I wrote the Dean and a few other higher ups and informed them on something I was told would happen I don't get any reply or follow through. That kind of mentality doesn't make employees feel very valued. And, that we all know the financial person for our College does not have enough time to do any piece of his job well because he is always back-logged. There is no logic to what departments get more staff and what one's do not. I'm sick of the it is a new Dean excuse. They have been here long enough now to understand how it works. There was a lot of waste with trash bags being replaced so often and it is fine to empty our own, but it may have been too much. We should at least have trash bags provided and the campus does not look clean. Are the remaining staff doing their jobs, or did they get cut too much? Bags can be dumped instead of replaced, and in the lunch area, bags are being changed when only half full or less. Anyway, that has been addressed. How about letting departments find cheaper alternatives to having work done by facilities
mgt., as they are so expensive. Plus, there are no checks and balances for departments to know they are charged appropriately for labor time. If they worked 15 minutes and charged an hour, how would we know? We had some work quoted to cost $15,000, but the actual costs are $31,000 and counting. That's insane.

Combine Administrative duties of Deans, Directors, and their Associates and Assistants. See comments from question #1. Yes, custodial staffing was reduced, but I didn't see where custodial supervisors were reduced commensurately. In talking with my area's custodian, I believe that the reduction in staff has backfired miserably. Where once I had an engaged custodian, I now have a broken disinterested worker who struggles to see where supervisory personnel even care.

There often seems to be a duplication of effort with some of the business practices. I think the separation of duties policy should be looked at to see if we can reduce this duplication of effort in the aspects of accounts payable, receivables, and payroll. Sorry no new ideas here - unless there was a way to make sure employees weren't doing personal stuff during work time - which does go but I don't know how to better monitor that.

Move the entire campus - all chancellor/vice chancellor units - to a shared services model for all common duties. Have ITSS handle all web pages with content coming from the departments. Move all financial transactions and purchasing to Business Services. Push all HR duties to HR&EO. Transfer staff as necessary but this should be able to provide a substantial reduction in staff.

Have departments review all processes and assign employees to the tasks and then see where there may be overlap or gaps. Also, couldn't we look at having a Central Purchasing department at UMD? For example, purchasing copier/printer paper. It seems like every department does their own thing, wouldn't there be a way to get a volume discount by doing one or more large purchase per year and then as departments need it, an internal charge would occur? This department would also do other types of purchasing for the campus as well as all requisitions and purchase orders. Just a thought.

Encourage carpooling and other travel savings when people from various departments travel to the same event, especially down to the Twin Cities.

I don't know how much the person that delivers campus mail makes (usually a student), but I think you could get departments to go to the mail room and pick up/drop off their mail each day.

A flex-time model for certain work categories. There can be a "seat/clock time" mentality as opposed to a "what does it take to get the job done." More work from home where appropriate could reduce office/parking/etc. costs. Job sharing??

Upgrading computer technology for non academic departments. The technology is too expensive to keep up with on a dept budget and forces employees to tolerate slow machines.

It would be nice to reduce work load in other areas, for example, does the mail need to be delivered and picked up multiple times in a day? Most businesses only get one delivery/pick up. This could reduce the need for so many staff members or student workers. Moreover, if each department could look for things that they do that are antiquated and remove them from their jobs similar to what facilities management did. It could open up more time for workers to be more productive in areas that best move the university forward.

Continue centralizing services, such as payroll. There are concerns about poor service from HR, the business office, etc. Leaders in these departments and their employees need to provide excellent customer service to make centralizing work for this campus. We have a serious problem with having faculty wasting time doing staff and custodial
work. Think about the hourly rate for me to dump trash. Also the support for online teaching is a centry out of date. Once upon a time it made sense for me to learn HTML, for example. Today it takes 4 or 5 sophisticated computer language just to make a decent, no good, presentation online. Trying to train faculty to do PHP, API, etc. makes no sense when there are "expert" students in my classes who know those things and do them well and quickly. I will never be as good at all the necessary technical skills as the students are. The Moodle interface makes UMD look primitive and backward. About 65% of my time developing Moodle modules is secretarial work. Again compared to secretarial pay rates I am really expensive. All the wasted time keeps me from doing what I was hired to do. How can you even think about sending out a survey today without spell check in it? How is it that a staff person can miss about one day a week for 2+ years and still have a job-- $40,000 plus a year. UMD is adrift with no direction. The goofy Strategic Plan is no help; it is an excuse to not take responsibility for things. Did we fire the VA of Finance who let or debt get so big before anyone knew of it? If a search does not produce good candidates; start over. I could say more, but I am certain nothing will come of comments. Of course I don't trust that the survey is confidential either. I know too much technology to fall for that one.

-implementing flex schedules (probably needs to be negotiated with unions). Working from home can reduce overhead costs, increase efficiency. -Rearrange/reconfigure work spaces allowing for more creative/revenue generating uses of existing space - Computer/electronic shutdown initiatives -4x10hr work week?

Maybe try to use students to do landscaping, gardening, etc. Voluntary reduced work weeks - rather than 40 hours, perhaps 30 hours (so still benefits eligible), would be an option during off-peak times.

We should look carefully at such reductions as well as outsourcing for services such as custodial, snow removal, groundskeeping, food services, etc. that are done much better and much more efficiently by outside vendors and where we can competitively bid for services. We can also reduce costs internally along the lines of the less frequent or staff-conducted trash emptying mentioned above, which is the kind of thing we should be looking at more broadly.

It seems like you eliminated positions but put more work on the remaining staff without any pay increase. For some it may have been fair but for those who already put in 100% it is unfair. I feel that more attention should be put on those who do not do their share and make sure those that get there work done are accommodated appropriately!

Not sure how the faculty could possibly increase productivity considering most are already overworked and overextended as it is. So I return to my answer for number one. How about a Program Prioritization for the administration? In which every role and dollar is accounted for and open for comment like the academic and non-academic arms of the U did last year? We had to measure our productivity according to a quantitative scale. So why not you? A huge part of our budget is spend on admin. so it should not be exempt from this process. I think we can do better than just restructuring who takes out the trash.

I think we could have accomplished the same thing without investing in mini trash cans for all, frankly its a bit insulting to think we have less waste due to a smaller receptacle. One also wonders what happened to all those bigger trash receptacles. Also now some custodians are stretched so thin they don't have time or resources to complete basic cleaning, was facilities administration staffing also reduced? I do personally see areas for "working smarter" in academic units, and I think the upgrade will help to make our jobs more efficient. Working smarter may not include eliminating more positions, but a serious look at job duties may help.

DO NOT CUT MORE STAFF. I am having the most difficult two year in all the years I've
been here and for the first time I am starting to look for work elsewhere. Can't continue do this in the long term. As far as other ideas to increase productivity, I think we could develop programs that are 3 terms instead of 2 semesters and utilize the campus more effectively over the summer. We could look hiring instructional faculty who are tenure track but will teach more and be released from research/service.

Outsource IT with strict contractual obligations

Again evaluate every job/position to see were you could combine or eliminate jobs or change to part time.

Space needs could be reduced by moving towards research labs where a variety of faculty schedule and share facilities. Some classroom space needs could be handled more efficiently if a set amount of space was allocated to a program/department and then they would be forced to adjust teaching schedules beyond the faculty optimum of 10-2. Administration can be reduced by decentralizing. The same number of staff (or more) are needed by units now to gather and report data to an increasing number of centralized and hierarchial staff. Differentiate faculty lines into instructional (with a higher teaching load) and research (with a lower teaching load) that is associated with different expectations for accountability.

1. As I mentioned before, moving to an optional 4/10 work schedule for salaried, full time employees. 2. Eliminate or contract cafeteria staff to reduce premium costs.

To tell you the truth, I think the inflated governance structure is a major waste of most people's time. I look around the table and imagine how much money in salaries is going down the tubes while people try to micromanage issues they have little background in, or, the meetings are opportunities for some people to create drama and obstruction. It is not working, as far as I'm concerned and is a huge waste of human resources.

Again, not offering crucial services is not a means toward productivity. These savings, in my opinion, have led to a decrease in the measure of cleanliness on our campus. Many of our tired facilities are looking worse these days. Instead, our campus leaders should emphasize the value of what we offer and work with community and state partners to underscore that value with real and genuine material support at a level which the Arrowhead region of Minnesota deserves.

Support staff could be shared among departments to reduce under-utilized positions.

- student ratings of professors and Dept's being very public and trumpeted to portray the popular and good teachers (same for staff, and all umd..workers, if review/ratings can be done) a certain chunk of salaries (2? 3? 5% ..set aside for bonus based on job performance)

All employees should shut off lights, calculators, heaters, fans, etc. when away from their work stations. All employees should put computers to sleep mode when away from their work stations. The university should buy better toilet paper. The toilet paper bought is so thin that everyone uses three times as much paper. If we had normal two ply toilet paper we wouldn't go through it so fast. Some offices are very very hot and cannot be regulated. This is a major waste of heat and thus money. Facilities has been notified but nothing has been done about it. The heating and cooling of some building is terrible and needs to be addressed.

Incentive programs - parking, employee of the month benefit, recreation pass monthly or semesterly, meal plan, tickets to a game or invitation to the chancellor's box, Tickets to shows in SFA, etc

Again, wondering if it is helpful to offer additional educational opportunities during the nonacademic year….online, etc. Seems like a missed opportunity if there is truly a cost/benefit to this notion.

Continue restructuring in Facilities. Develop better ways to use "shared resources". For example, the current shared resources model in HR is very paper heavy and routing
paper work back and forth for corrects costs depts time. Consider using electronic documents and electronic work flows to make the process more efficient. When this policy is enacted at ALL levels of the university, faculty and staff personnel will follow suit and contribute. Keep in mind however that the custodial staff is an important part of keeping UMD running efficiently and cleanly. In addition what does $160K represent in the grand scheme of a $6M budget? You do the math! This is a ridiculous approach if we are truly serious about reducing a recurring $6M budget!

<table>
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<th>Statistic</th>
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