

Missouri State University Implemented Programs

Cost Reduction Strategies as Suggested By NACUBO

	The Comprehensive and Doctoral Institutions Council established this web page to share cost-saving ideas. Not every idea will work for all institutions. Evaluate any strategy thoroughly before adopting. If you have an idea to share, please contact us.
	Information Technology
	Dim the brightness of computer monitors.
	Keep PCs a year longer before replacing them.
	Share training on administrative software with similar institutions.
	Use a third party for hosting your server, which could save a staff position.
	Switch to virtual servers.
	Education and Research
	Increase general faculty workload.
	Require every administrator with a master's or doctoral degree to teach a course.
Increased class size, new classrooms with larger seating capacity	Increase productivity by increasing class size.
	Suspend or close: all undergraduate minors; graduate and undergraduate special-emphasis programs; up to 25 percent of all undergraduate majors; nonprofessional master's/doctoral programs that are not signature programs or not ranked among the top 50 in the nation.
Online credit hours doubled since FY12	Focus on online education.
Ongoing reviews of key student affairs programs to ensure retention	Examine decentralized and specialized student affairs programs.
University has a space planning committee	Scrutinize faculty space allocation.
	Examine academic programs with small participation.
	Review all centers and institutes. Demonstrate they are serving the university's core mission.
	Personnel
	Ask the president to forgo a salary increase; ask the president and other top administrators to take a salary cut.
	Reward performance with one-time bonus \$ instead of increase to base salary.
State program-cannot change contribution	Reduce retirement plan contributions (zero effect on salaries).
	Offer employees temporary or partial leave without pay but with full benefits.
	Pool support staff members in clusters of four and five departments.
We have not decentralized/still operate in a centralized mode	Consolidate common functions that have become dispersed (e.g., advancement activities).
Already implemented	Shut down between Christmas and New Year's Day to save utilities. Ask employees to either take leave or comp time.

	Implement 4-day week with extended daily hours for summer, and operate only required buildings on Fridays (dining halls, residence halls, health center, etc.). This helps to provide longer hours to customers on the open days, enables custodial staff to only clean offices 4 times per week and use extra hours to 'deep clean' things they normally don't have time to do. Grounds crew splits the four days, with some working M-Th and others Tu-Fri so that work gets done to support camps and conferences on regular time instead of overtime. Improves morale as well as cost savings.
Personnel Reallocation Task Force review 1/26/2012 for the Administrative Budget Committee	<u>Conduct a mission-activity-end product analysis to closely examine how each staff person's work contributes to the institution's mission (see Streamlining the System, Administratively Speaking).</u>
University decision	Defer state approved salary increases for nine months.
	Budget for zero new positions, zero departmental budget increases.
	Closely examine all vacancies before filling.
	Freeze hiring of temporary employees, consultants and independent contractors.
Already implemented in 2011/2012	Consider voluntary retirement incentive plans.
Improving travel based upon funds	Reduce travel.
Already below CUPA averages in all areas	Freeze salary levels for administrators making more than \$150,000, while giving modest raises to staff on the lower end of the pay scale.
Already below CUPA averages in all areas	To save jobs, reduce all salaries by a certain percentage.
	Benefits
Modest program already in place	Examine tuition remission programs for faculty and staff.
Renegotiated contract/increased spousal premiums/cost % of payroll is \$9.7mm lower than universities nationwide	Examine health care benefit levels, spousal and dependent health care coverage.
	Finance
Already implemented	Discontinue printing or mailing paper student registration receipts to save the paper, printing, and postage costs.
Joint programs with UM System	Collaborate with other institutions to share faculty members, facilities, registration and records functions, security, and parking.
Already implemented and ongoing	Reduce debt-service payments by renegotiating long-term debt, seeking a lower interest rate, extending the term of the loan, or changing banks.
Already implemented	Require direct deposit for employee and student payroll.
Already implemented-within state audit recommendations	Use purchasing cards to better track procurement.
Already implemented	Use cooperatively bid contracts to reduce spend.
Only dedicated revenue streams to service debt and have refinanced existing debt at lower rates	Hold off for now on financing any new debt.
	Ask donors to accelerate pledge payments; remember that some donors also are experiencing cash-flow problems.
	Employ mid-year budget reductions.
	Plan for budget cuts at 3-10% levels.
State restrictions	Sell off assets.
	Have a weekly phone call with the chair of the board, vice chair, chair of investment, audit and financial planning committees, and the president and vice president for development to update plans.
	Facilities

Ongoing	Recommend computer, printer, monitor, light, and accessory item shutdowns.
Already implemented	Consider a longer winter break to save energy.
Already implemented	Add outside lighting timers and classroom light timers.
	Eliminate excess storage facilities for food and supplies.
Already implemented	Switch to compact fluorescent bulbs.
Already implemented	Purchase energy efficient equipment when new equipment is needed.
Already implemented	Lease prime ground-floor spaces in campus buildings to retailers, professional firms, independent nonprofit organizations, and other revenue providers.
Already implemented	Increase rental revenues by encouraging local entities to use campus recreation areas, music venues, meeting rooms, etc.
	Close and lease remote campuses and unused buildings.
	Fill office, buildings-and-grounds, and custodial staff positions with student workers who will earn tuition credits.
	Lock in utility contracts now for the next few years while the price of energy is significantly reduced compared to just months ago.
Ongoing consolidation of classrooms	Schedule all summer classes in only two buildings to save on utilities in all other academic buildings, keep vacancies in custodial staff through the summer, and free the custodians from cleaning the closed academic buildings to work camps and conferences, which would normally have required overtime.
Efficiency measures implemented a couple of years ago	Clean buildings at night when the job can be done faster.
Ongoing	Slow construction projects. Reexamine capital projects that can be delayed or deferred.
	Other
Ongoing review of property risk management with outside consultant	Hire a certified risk manager--see Moving Risk Management to a Priority Post.
	Negotiate with service providers for lower management fees.
Already implemented	Establish a committee to collect and review cost-saving suggestions from the university community (see University of Tennessee Committee on Effectiveness & Efficiency for the Future for complete list of suggestions).
Personnel Reallocation Task Force review 1/26/2012 for the Administrative Budget Committee	Establish an ongoing independent campus-wide task force to find operating savings with three-year horizon.