



INDIANA UNIVERSITY  
SOUTH BEND



# Coffee with the Chancellor

February 9, 2022

# Campus Budget Update

# FY22-23 Budget Goals

- Responsibility Centers working with VC's and budget office to identify **\$3.5M in spending reductions this year and in FY23 combined.**
  - This target **includes budgeting for a 2% raise for qualifying employees** in FY23 (if approved by the Board of Trustees).
  - This target is based on us meeting our enrollment projections.
- **Additional \$3.5M** is needed **to address campus under budgeted programs.**
- This means **to gain long-term financial sustainability we need to identify a total of close to \$7M** in a combination of new revenue, reallocations and reductions.



# Summary of Deadlines

**February 15**

FY22 Budget adjustments approved by Chancellor

**April 1**

FY23 Budget approved by Chancellor

**June 1**

Plan for more sustainably funding under budgeted expenses approved by Chancellor



# Principles for Budget Process

- **Opportunity to re-imagine** how we **collaborate and operate** – to best serve our students and our region.
- Be **honest** and **resourceful**, as well as **creative** and **innovative**, holding our collective future above all else.
- The **status quo is not an option**, and everything must be examined as we navigate this uncertain but opportune territory.
- Looking at ways we can **improve processes**, but **also what we can eliminate doing**.



# Stay Focused on our Mission, Vision and Values

## Mission

Indiana University South Bend is the premier comprehensive public university dedicated to serving the needs of North Central Indiana and beyond. As a regional campus of Indiana University, IU South Bend provides a diverse population the opportunity to affordably earn a prestigious IU degree, through its quality undergraduate and graduate programs. With its caring faculty and staff, IU South Bend is committed to an inclusive, student-centered approach that focuses on preparing its students for both the workforce and postgraduate education through rigorous coursework, faculty and student research, and creative activity. We are a catalyst for social mobility that contributes to the vitality of our region by educating informed individuals, thoughtful stewards, innovative professionals, and responsible leaders.

## Vision

Indiana University South Bend will be recognized as the area's best-choice comprehensive public university with a strong reputation as a difference-maker in our state, nation, and global community.

## Values

As the premier public university for our region, Indiana University South Bend is committed to excellence in education, faculty and student research, and creative activity. These basic principles are guided by our Titan CREED:

**Community:** We share a sense of place with our community and work to enhance the quality of life on our campus, in our region, and beyond.

**Respect:** We respect the dignity and worth of all members of our campus, celebrating our differences while creating an environment in which all voices are heard.

**Equity:** We embrace equity, diversity, and inclusivity in all we do.

**Engagement:** We engage our students and contribute to their personal and professional growth through immersive experiential activities.

**Dedication:** We are dedicated to providing students a strong foundation for a lifetime of achievement.



# Strategies and Target Commitment Areas

1. **Maximize use of buildings and spaces** to concentrate use and enhance efficiency of support services. (VCAF/EVCAA/RCIO)
2. Realize **energy savings** by modifying how we manage lighting, heating, cooling, etc. (VCAF)
3. **Restructure schools and colleges** to achieve administrative and operational savings. (EVCAA)
4. **Restructure/reduce the number of departments/units** across campus to achieve operational savings. (All VCs)
5. Create **new organizational partnerships** across campus to reduce redundant functions and build flexibility for future growth. (All VCs)
6. Re-vision **staff support from structural to functional**; enhance internal shared services and IU shared services. (All VCs)
7. Establish **tighter controls** on spending. (VCAF)
8. **Reduce the direct cost of instruction** in every program, which can be done in a number of ways. (EVCAA)
  - Implementing a faculty “capacity” workload model
  - Reducing number of low enrolled course sections
  - Increasing course caps
9. **Reduce employee FTE** through: (All VCs)
  - Voluntary workload reductions
  - Other workload reassignments
  - Evaluate positions as people resign or retire
  - Reductions in Force, as a last resort
10. **Create additional revenue centers/opportunities** through fundraising, new programs, grants and contracts, partnerships. (All VCs)



# Today's Exercise



# Campus Budget Advisory Council

Jill Pearson (Co-Chair), EVC for Academic Affairs

Daniel Petree (Co-Chair), Interim VC for Admin/Finance

Tracey Anderson, Interim Dean of the Leighton School

Hope Smith Davis, Dean of the School of Education

Mallory Edmondson, Academic Senate

Thomas Fisher, Dean of the Dwyer College

Rana Hamad, Student Government Association

Jerry Hinnefeld, Academic Senate

Joel Langston, Staff Council

Christian Martinez, Student Government Association

Phil Mikulak, Executive Director of IT

Jorge Muñiz, Interim Dean of the Raclin School

Elizabeth Paice, Chief of Staff

Brenda Phillips, Dean of CLAS

Monica Porter, VC for Student Affairs and Diversity

Steve Sigety, Staff Council

Tom Stevick, Interim VC for University Relations

Susan Thomas, Interim Dean of the Schurz Library



# Today's Exercise

- **Small group discussions** (in-person and online), **facilitated by CBAC members** where possible.
- **Brainstorm and share** on three questions (to the right).
- **Write ideas on sticky notes** at table (one idea per sticky note).
- **Report out and posting** of ideas at end of meeting. Online participants will put ideas in chat.
- **Information collected** will be used by campus leaders and CBAC.

## Today's Questions

1. What are some ideas you have for us to make the permanent changes we need to reach these targets? Creative and innovative ideas welcome!
2. What are the challenges we might face?
3. What ideas do you have to help us navigate and manage change?

A parking lot is available for issues or ideas you have that are unrelated to questions above.



# Strategies and Discussion Questions

1. Maximize use of buildings and spaces.
2. Realize energy savings.
3. Restructure schools and colleges.
4. Restructure/reduce the number of departments/units.
5. Create new organizational partnerships across campus.
6. Re-vision staff support from structural to functional; enhance internal and IU shared services.
7. Establish tighter controls on spending.
8. Reduce the direct cost of instruction in every program.
9. Reduce employee FTE.
10. Create additional revenue centers/opportunities.

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# Report Out & Questions?