



**INDIANA UNIVERSITY**  
SOUTH BEND



# February Coffee with the Chancellor

## Budget Strategy Themes and Results

# Methodology and Next Steps

At the February 2022 Coffee with the Chancellor, members of the campus community brainstormed and shared on three questions in response to ten strategies outlined in the Chancellor's Budget memo:

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

The campus community contributed amazing ideas both in person and on Zoom. These ideas are presented here, both thematically, and in their entirety. Sticky notes are presented through photographs, while ideas shared on Zoom are presented as virtual sticky notes.

Themes were presented to Campus Budget Advisory Council at their February 23 meeting for discussion. Information collected will be used by campus leaders and the Campus Budget Advisory Council throughout the Financial Sustainability Initiative.



# Coffee with the Chancellor

## Discussion Themes

# Change Management Themes

- Communication and Transparency
- Wellness
- Meaningful Engagement from All
- Student Involvement



# Possible Challenges Themes

- Resistance to Change
- Existing Burnout/Low Morale
- Losing Expert Faculty
- Competition from Other Institutions
- Understanding of Budget Across Campus
- Policies, Practices, Structures
- Impact on Students



# Ideas for Change Themes

- Finding Efficiencies and Synergies
- Campus Space
- Course Offerings, Scheduling, etc.
- External Partnerships
- Summer Programs
- Marketing
- Alternative Learning
- Student Engagement
- Teaching Practices
- Supplies and Expenses
- Budget Practices
- Online Education
- Advising
- Administration Costs
- Costs for Students
- Retirement Incentives
- Student Recruitment
- Committees and Task Forces
- External Funding



# **Appendix: Coffee with the Chancellor Discussion Results**

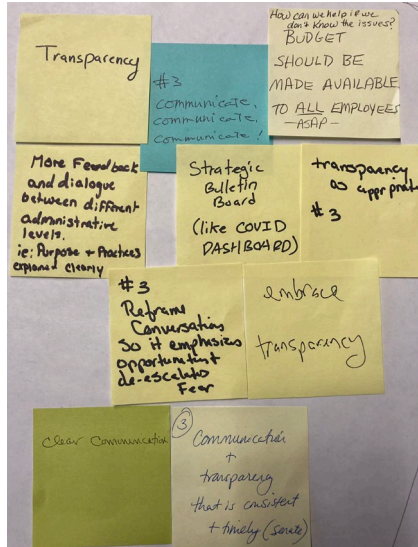
# Change Management Comments





# Change Management Themes

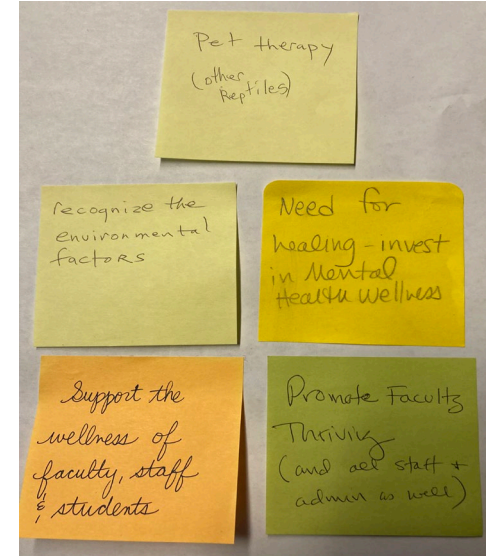
## Communication & Transparency



Transparency!

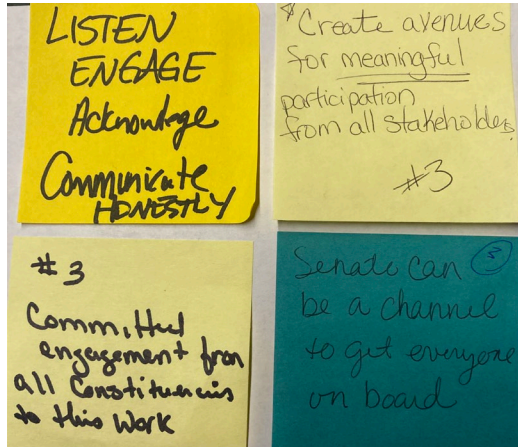
Navigate the anxiety that people experience with compassion and clear communication

## Wellness



# Change Management Themes

## Meaningful Engagement from All



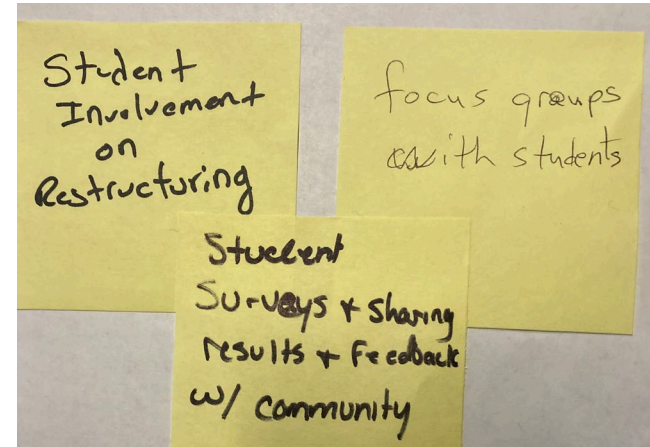
Leverage our collaborative spirit to help each other

Be sensitive and rational -- to employees and students, and provide ample training where needed

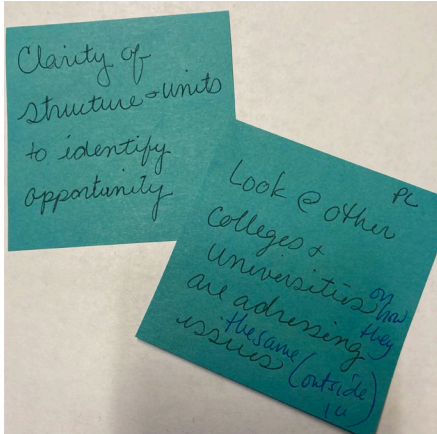
Be sure to listen, truly listen to each other, keep people in the loop, and be transparent

Be sure people's opinions are heard

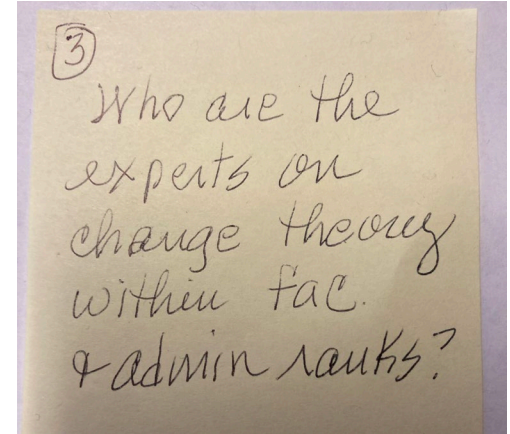
## Student Involvement



# Change Management – Additional Ideas



Be ready for some more expensive investments up front then the long term payoff (LED lights)

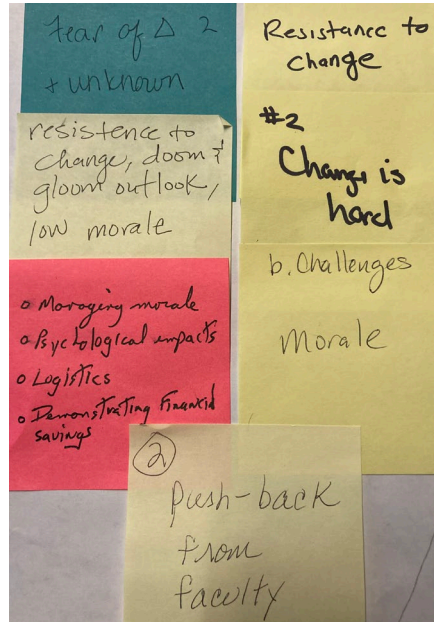


# Potential Challenges Comments

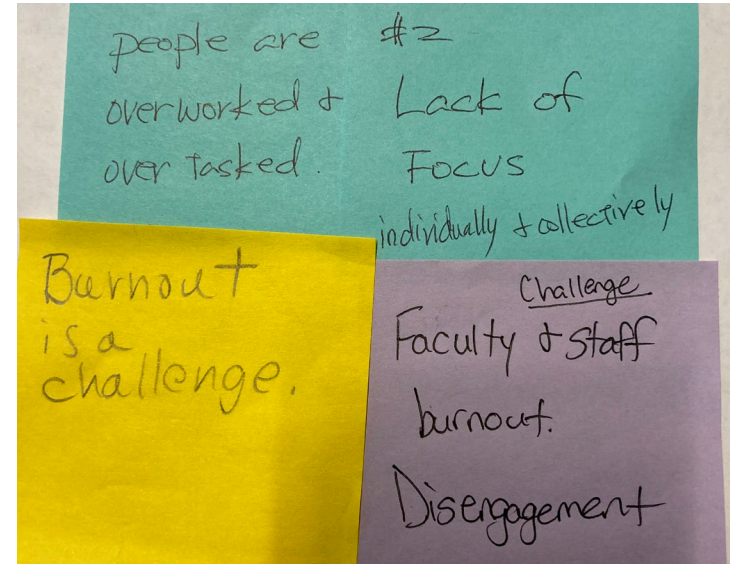


# Potential Challenge Themes

## Resistance to Change



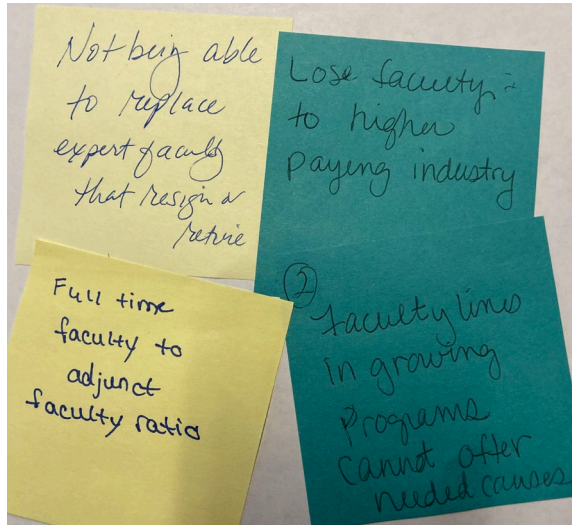
## Existing Burnout/Low Morale



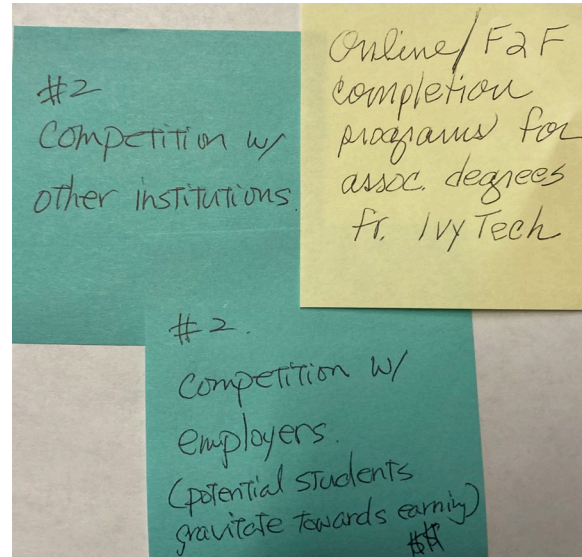


# Potential Challenge Themes

## Losing Expert Faculty



## Competition from Other Institutions

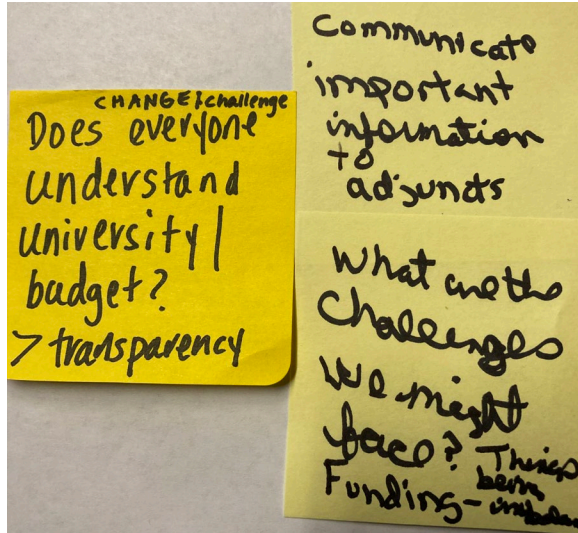


It is interesting that we saw Scott Winslow promote competitive programs as a winning strategy. Yet we do not see our F2F modality and its consequent engagement and student-centric focus as a competitive advantage over other campuses that are going virtual.

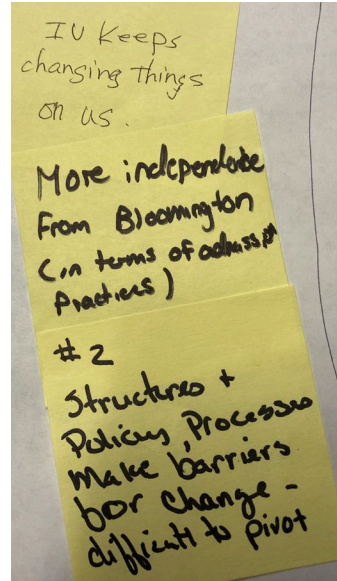


# Potential Challenge Themes

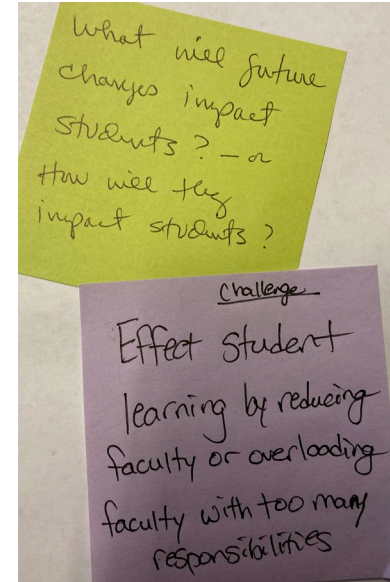
## Understanding of Budget Across Campus



## Policies, Practices, and Structures



## Impact on Students



Not compromising student support (don't want to lose more students if not supported)



# Potential Challenges – Additional Ideas

③ Accreditation challenges fr. prof. schools

Needs for Growth in important new programs

Restructuring— learning curve for tasks; there is a cost in time and human resources

Challenge:  
What is IUSB Known For?  
We need to Promote ~~the~~ Key Programs.

CHALLENGE:  
RESTRUCTURING  
WILL HAVE MANY ISSUES TO ADDRESS.

Navigated  
managing  
change

Balancing costs savings with people's needs



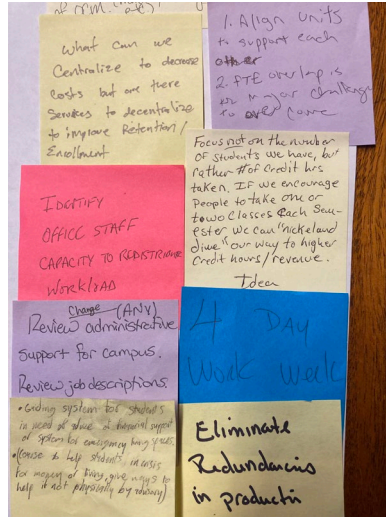


# Ideas for Change Comments



# Ideas for Change – Themes

## Finding Efficiencies and Synergies



Deep dive into departments to find synergy. Do not merge schools as this would be detrimental to the competitive marketing of the campus.

Centralize positions that do similar jobs across campus, ex: Buy.IU and HR tasks like hiring...should be centralized

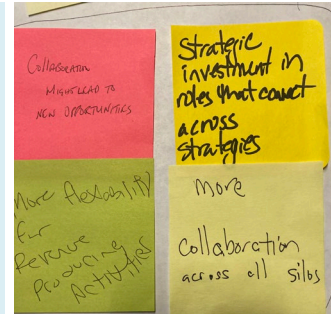
Create pools of cross-trained student pros and administrative support staff members who can be deployed for everything from campus tours to processing e-docs....

Think about cross training as a way to support each other

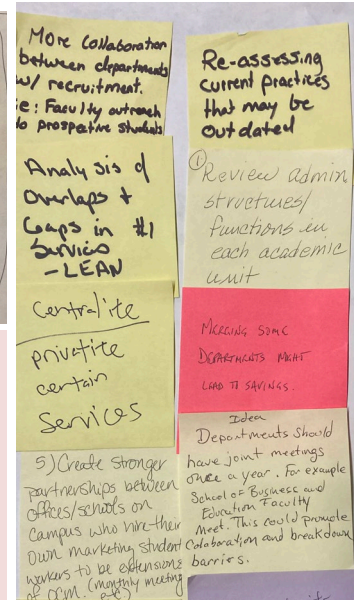
Create a FULL workload for each staff/faculty position to understand and capture their full work load across a FULL year (much of their work is sporadic). It can result in some efficiencies if we can designate some staff as floating and others as fixed in their duties.

Study the benefits of cost savings that have resulted or NOT from the past ten years of department mergers and centralizations

Leveraging student workers - I have always been surprised to see so few students working on campus and in administrative offices.



Be mindful of merging schools especially with respect to donors who have named these departments synergistically instead.

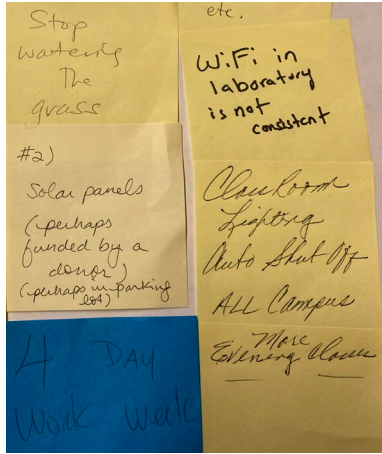


Proactive vs reactive in terms of replacing faculty/staff when there are vacancies - attrition costs money, disruption of services, and over-work of colleagues

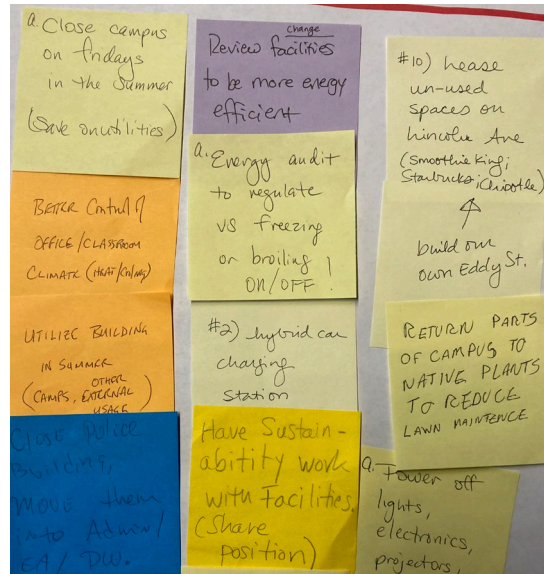
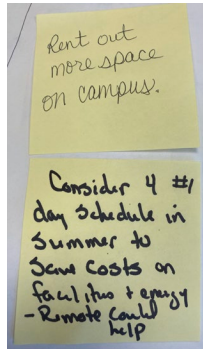
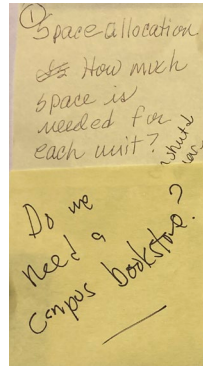


# Ideas for Change – Themes

## Campus Space

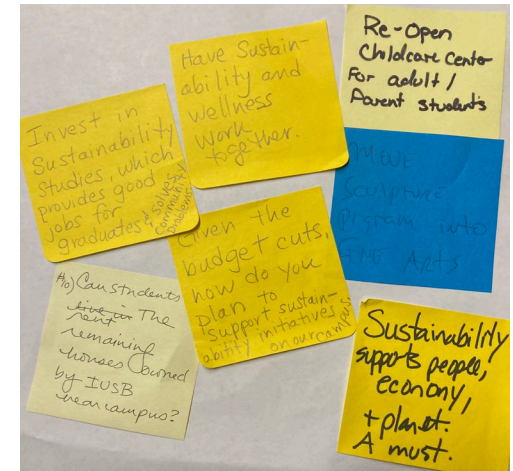


Shut down campus more officially on Fridays to save on energy/operations. Staff could then work remotely or choose to work four 10 hour days.



4-day work week

Remote work – energy, electricity



Sell Wooden Indian lot, or rent it...

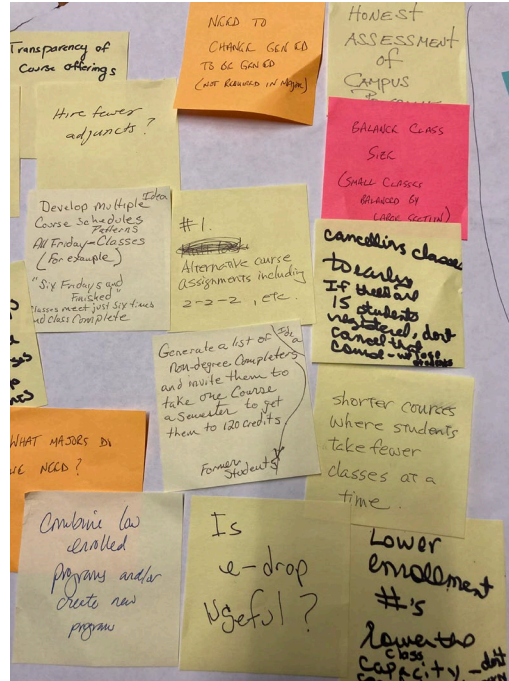
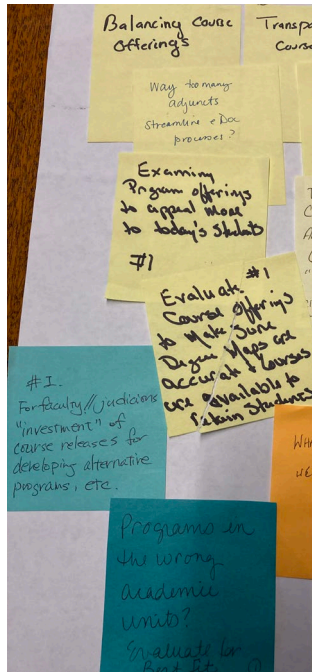
Turn lights off

Allow alcohol on campus for private events especially for weddings etc. especially in summer.



# Ideas for Change – Themes

## Course Offerings, Scheduling, etc.



Weekend/night classes for non-traditional student?

Get proper numbers available transparently on the course caps. Course releases, directorial duties, etc. Implement a policy of some benchmarks per administrative head.

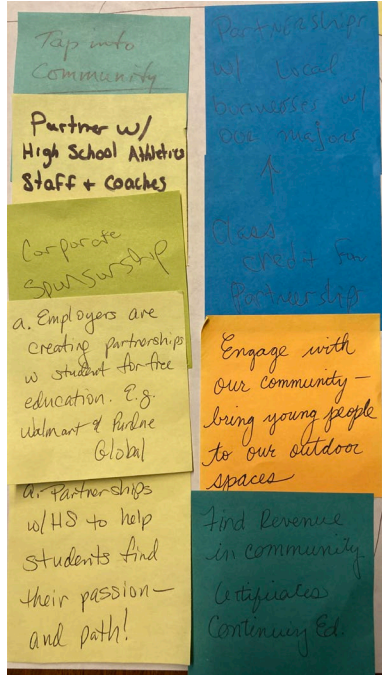
To attract non-traditional students:

- Bring back Printed Schedule
- Can we bring back AS Degrees?
- Can we bring back childcare?
- Evening and Weekend classes?



# Ideas for Change – Themes

## External Partnerships

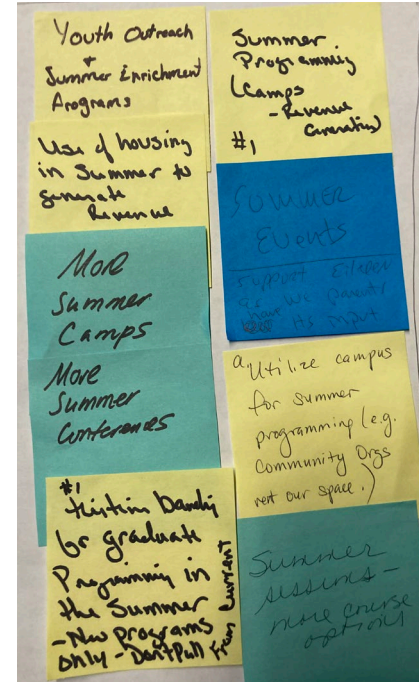


Focus on revenue generating activities (partnerships in the community--healthcare--business--education).

Partner with Business to encourage their employees to continue the education

Create collaborative certificate and degree programs together with employers that can be run on employee premises or on our campus during weekends.

## Summer Programs



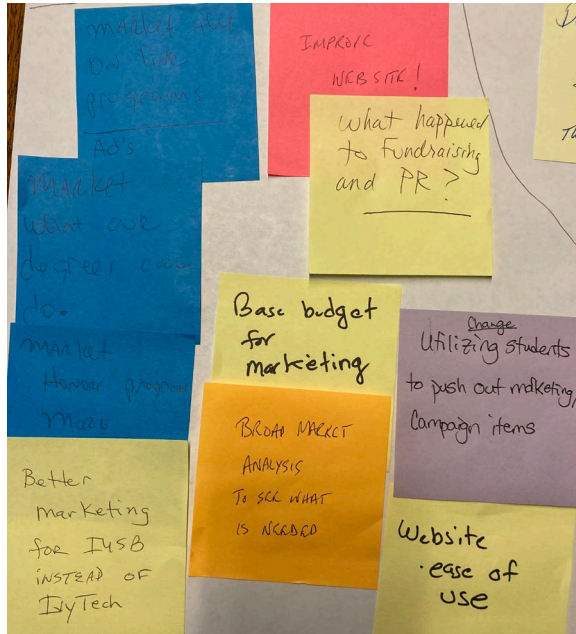
Summer experiences for incoming students.  
Summer experiences for future students.

Dual credit courses with high schools during regular terms and summers?



# Ideas for Change – Themes

## Marketing



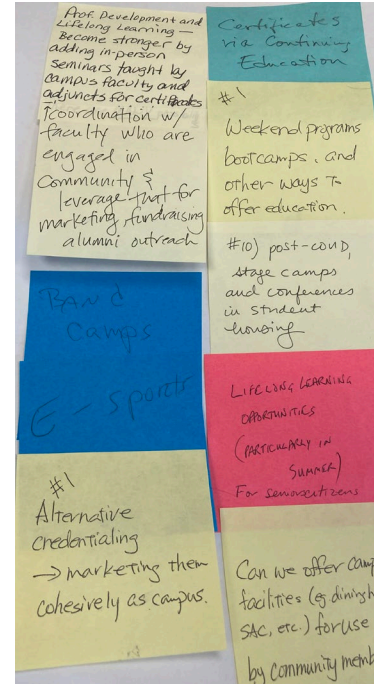
More investment in marketing for recruitment of students!

Bigger social media presence. Our schools/colleges/ divisions are working to have or already have programs to solicit community and students.

Little to no cost marketing & advertising.

A strong marketing effort that utilizes our successful alumni who have visibility in our community.

## Alternative Learning



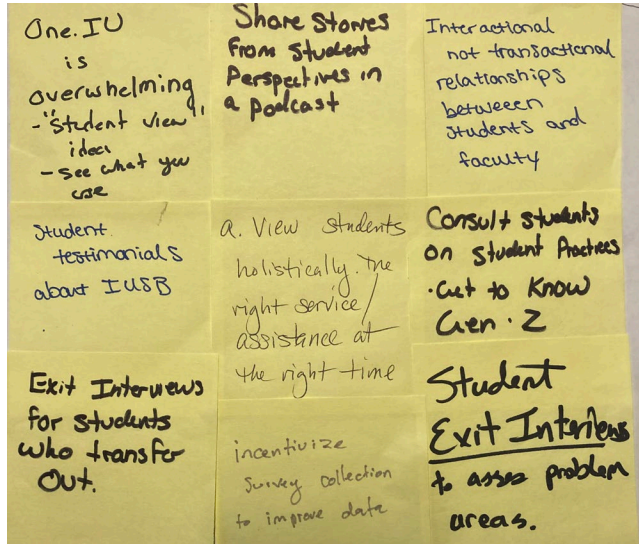
Look into credit by credential to attract professionals (paramedics, firefighters, etc.)

To attract non-traditional students: More Continuing studies classes (professional development classes, social media classes, etc.)



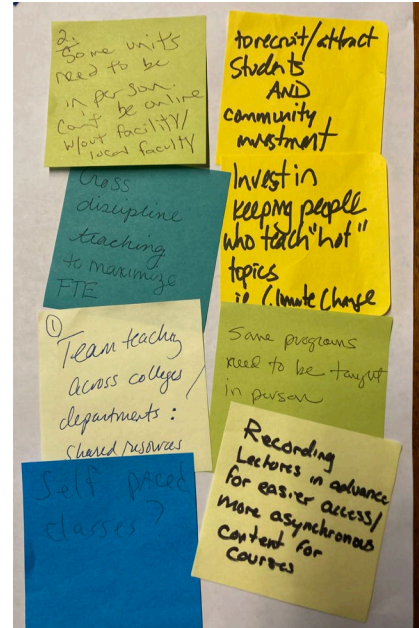
# Ideas for Change – Themes

## Student Engagement



Keep working on the vitality of student life as that alone is enough to get high school students back.

## Teaching Practices



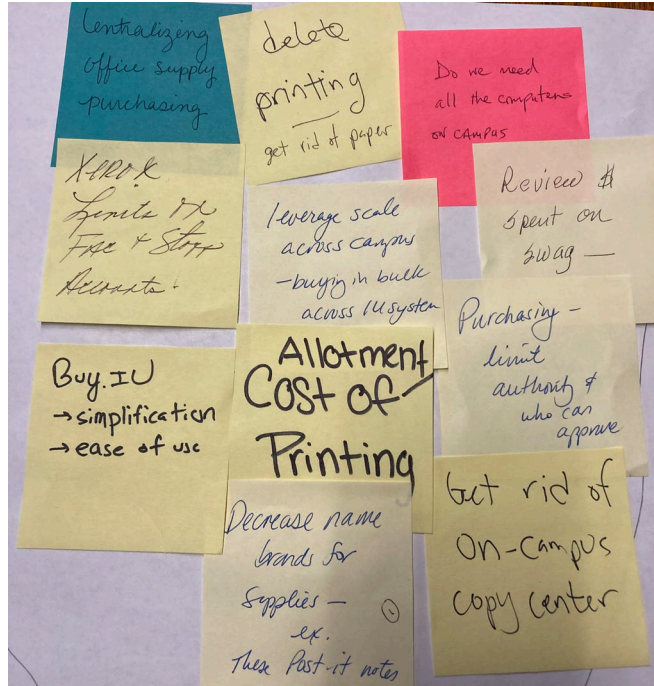
Find ways to get the student(s) interested in the face to face, from advising to classroom. Making the dynamic classrooms, where personal interaction creates energy & excitement for learning, as a focus to recruit and retain students. Figuring out how to make that connection.



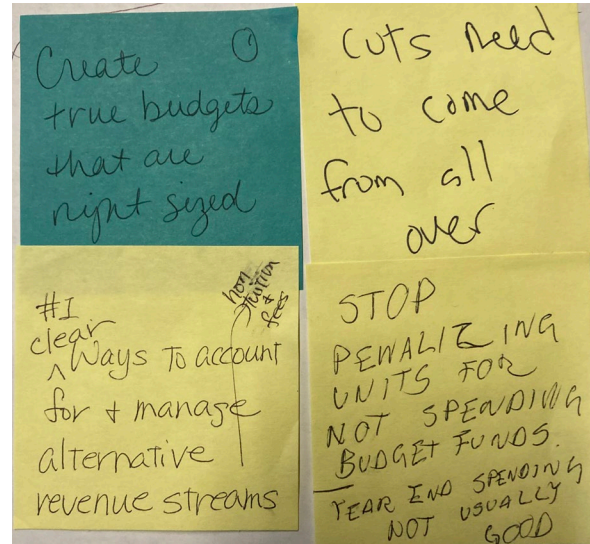


# Ideas for Change – Themes

## Supplies and Expenses



## Budget Process



Kill all budgets not used in the past five years

Conduct a third party audit into the taxes being billed by IU and the expenses being budgeted to our account.

Bring all budget heads to all units: Some units have travel, others do not.

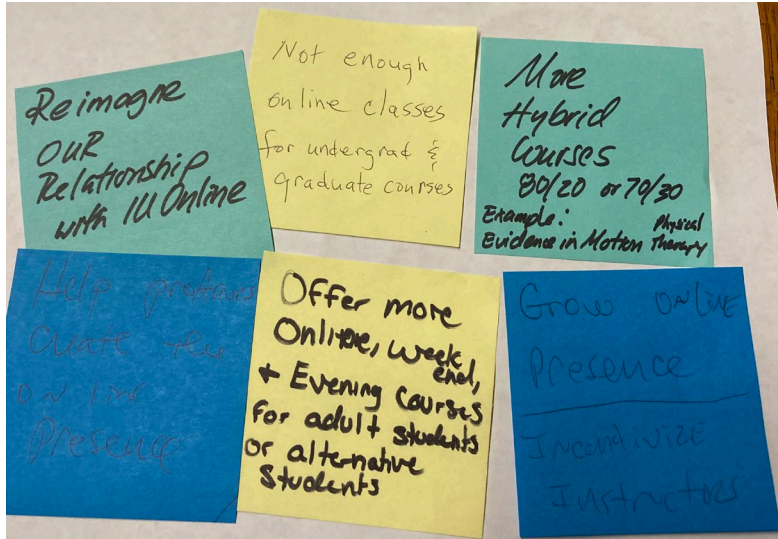
Examine existing contracts (e.g. Sodexo) to see if they are working for us.





# Ideas for Change – Themes

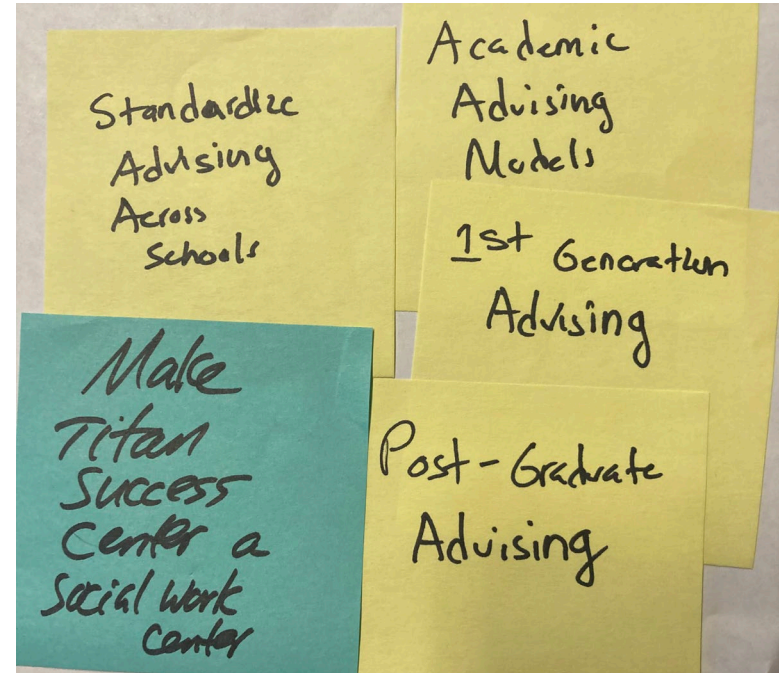
## Online Education



### More online programs

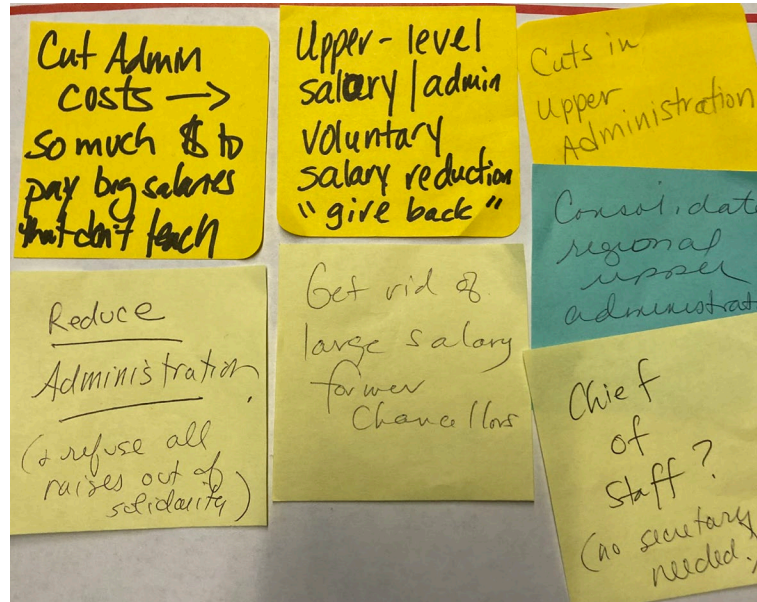
- More strategic management of online programs
- More graduate online programs

## Advising

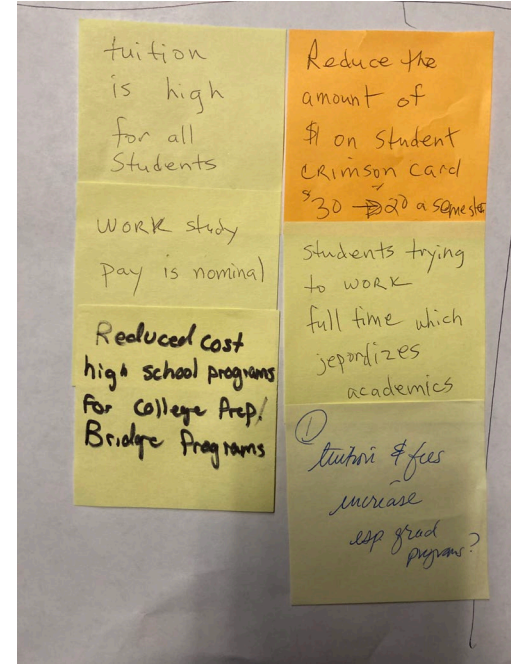


# Ideas for Change – Themes

## Administration Costs

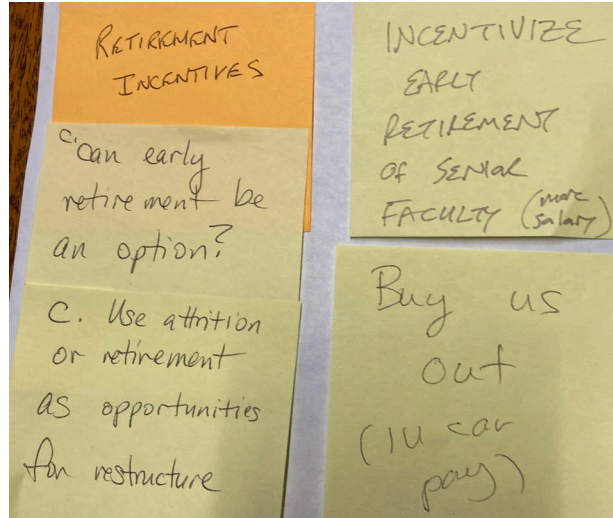


## Cost for Students



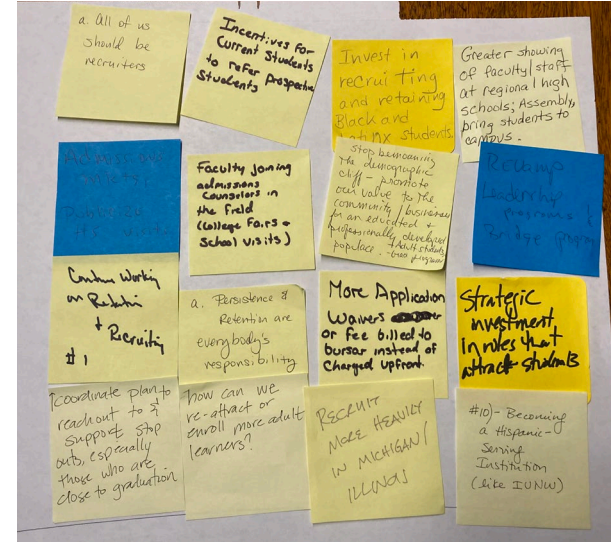
# Ideas for Change – Themes

## Retirement Incentives



Offer incentives for reducing FTEs; appeal to those who are collecting salaries who no longer work here (are retired, etc.)

## Student Recruitment



We as constituents of IU, be the recruiters and advisors for potential students and retaining students.

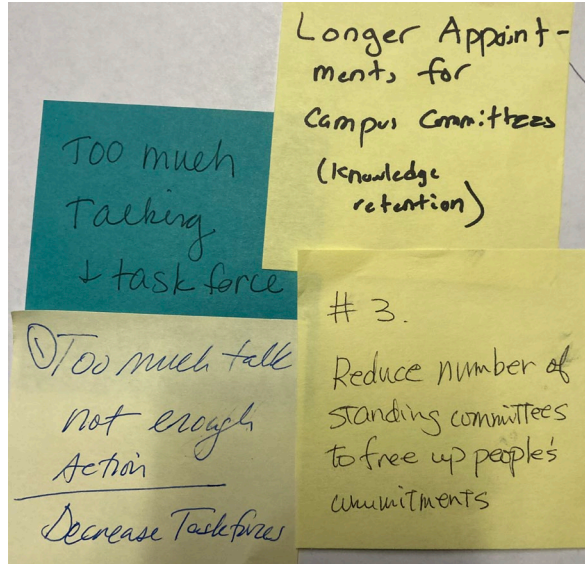
Reach out to Veteran organizations to promote IUSB. Note any Indiana veteran with a disability rating has their tuition covered by the state of Indiana. <https://www.in.gov/dva/state-of-indiana-benefits-and-services/tuition-and-fee-exemption/>



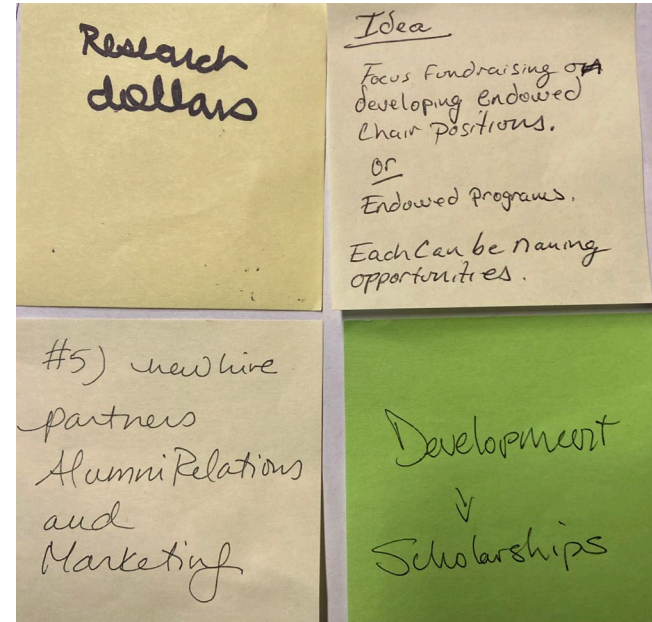


# Ideas for Change – Themes

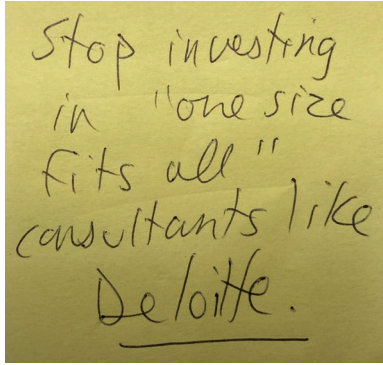
## Committees and Task Forces



## External Funding



# Additional Ideas for Change



Stop investing  
in "one size  
fits all"  
consultants like  
Deloitte.

Create work environments that foster energy and creativity as we work through "post-pandemic" times.

Look at return on investments across all these strategies. For example, look at buildings and parking lots, can we rent these out and use them for something else? Another example would be printing costs...look at return on investment.

We are a great institution in our community, we have produced great alumni, we need to tap into their wisdom and have them be our ambassadors in their workplaces and community.

Get into the cost overruns of the MSEP program. IF we are being billed out of state tuition for these students but base budgeting their scholarship, then we have a part of our base budget that we cannot do anything else with.

Esports:  
<https://www.educause.edu/ecar/research-publications/2021/expanding-esports-in-higher-ed-benefits-and-guidance-for-new-esports-programs/introduction-and-key-findings>

