

Administrative Leadership Meeting Discussion Questions

March 16, 2016

1. Revenues: What suggestions do you have for your area or other areas to increase revenue?

- Invest in development
 - Increase staff
 - Identify donors who can bring large revenue
 - look outside alumni base
- Grant funding
 - increase efforts to bring in more research grants
- Focus on building/creating large endowments
- Entrepreneurial efforts, profit, producing service to campus/community. Carefully managed to ensure not becoming an auxiliary that loses money annually.
- Faculty externally funded research/awards
- Use foundation scholarship (exp. & endowed) more effectively. These could be included in Financial Aid packages to new or returning students if organized in a long term strategy. This potentially could be \$2-\$3-\$4 million annually in support, which could reduce \$2-\$3-\$4 million needed from Financial Aid.
- Non-traditional courses/populations
- Retention rate
- Grants – release time
- Focus on retention. Increase in retention increases not only revenue, but also student success. Potentially student success would increase person to person (word of mouth) advertisement. This could lead to increased enrollment at both the undergraduate and graduate programs. Be careful that focus on recruitment of new students (FTIAC's) does not pull from our ability to focus on current students and potential transfers.
- Using our departmental and college laboratories and facilities to partner with the community through fee-for-service testing, continuing education registration opportunities, etc. Truthfully, this might require an incremental additional investment in staffing for these initiatives, but the payoff would be more than worth it.
- Allow for more summer classes if revenue is greater than cost. (Very easy to monitor) CHHS has been doing this for years.
- Development needs to be ramped up.
- Develop relationship with large donors
- Hire a foundation person from a successful university to show us how to raise money from alumni.
- Graduate school
 - increase attn. to recruiting from India, other targets
 - increase cross-selling programs to undergrads/alums
 - increase media attn. to our strengths (program rankings, diversity, inclusiveness)
 - increase program development (online or otherwise)
- Other areas
 - Block tuition initiative (UBC resolution)

- increase programming at remote locations (Fish Lake, Detroit, Livonia, TC)
- More effective scheduling during summer
- Accelerated programming
- “Mini-Campaigns” for gap funding for students, special needs in colleges, small cap. projects, campus beautification
- Charge for parking – next contract
- Reuse
- Repurpose
- Recycle more
- It’s cheaper to recycle than it is to place something in a landfill. Some materials offset waste management costs such as metals, paper, and cardboard. We do not generate revenue in our area so the only way to do it on our end is to reduce expenses
- Increase rental capabilities to outside community (i.e. student center) through more advertising
- Work with alumni population in a more engaging way
- I think an online MBA program would be very successful; I know many people who would be interested.
- Focus on gifting endowments
- Don’t look at gaining from increasing employee costs or reducing benefits.
- Create an annual significant event for outreach/fundraising from community, state, national level
- Call Bill Gates...
- Campaigns within the county
- Revenue campaigns through athletic events
- Liquor license (McKenny, Stud. Center)
- K-12 summer camps
- Expand our audit offerings and programs around campus, to encourage community engagement and use of our educational facilities! Seems like low-hanging fruit for revenue generation. Should be open to more than just current enrolled students.
- Develop, strengthen, and market accelerated programs that encourage more credit hours in shorter amounts of time. Develop incentives for “quick” completion (i.e., BA & MBA in 4 years, etc.)
- Review programs
- All unions to pay for parking. As well as the CA and Alt Units.
- Expansion of language-testing center (IELTS) to become a formal testing center in the region.
- Development efforts to support academic teams, summer research programming (undergrad and graduate students)
- Summer workshops/camps that engage middle school/high school students to introduce “prospective” to EMU
- More collaborations- OCC, WC3D
- Work with more local schools
- Extend ECA program
- More focus on Ohio residents
- Expand non-resident tuition to IL and IN

- More collaborations with Chamber of Commerce to work to make Ypsilanti a more desirable place to go to school. Make it trendier.
- More online programs
- Need better parking to make campus more desirable
- May seem contrary, but we need to look at investing in areas such as the college of Technology facilities. Identify big growth program areas and then evaluate the facilities we have supporting the program. For example, COT needs better facilities if we want to see growth in this area. We can do a C/B analysis & see about getting a new COT building other than Sill Hall. Consider razing Goddard/Jones which are a risk liability as well as sucking up expenditures, build a new COT facility and repurpose Sill.
- Process improvements
- Outsourcing where possible – non-core services
- Professional Programs & Training (PPAT) within extended programs is poised to bring in over \$1 million in revenue with only spending less than \$600,000 in expenses. A 40% return is an excellent business model and it could grow higher with new opportunities from the colleges. New programs from the College of business and College of Technology would be prime candidates for growth.
- We need to get more state dollars. We need to hit hard in Michigan all the research that shows trickle-down economics does not work. Show the people of MI the #'s! The facts.
- Foundation needs to generate more \$
- Whatever is decided on increasing revenue, it still needs to be within the University Mission and focus. Raising money by “hanging out your shingle” (as a for-profit business) runs the risk of not being insured/covered if there are liabilities/claims associated with the revenue-generating activity.
- Conference and event services -
 - Look for conference opportunities for SC/McK/Convo/Pease
 - Possible 2017 room rental increases
 - Apply fees for last minute changes/cancellations of rooms and services/
 - Look to rent Academic Spaces – summer and dark times
- Find ways to combine services –
 - Convo/SC – AV rental on campus, service and setup fees
 - Provide services for costs.
- Look to redefine employees and jobs – where can we work together? And save \$
- Liquor license
- The student center occasionally loses opportunity for large community events because of the “dated” and green ballroom and old carpet. An update or new look would put us back in the market for these key events!
 - A2 Bus Review
 - Power of Purse
 - United Way
 - Holiday Parties
 - Energy Inc.
 - and more

- Continue to upgrade housing facilities – apt.'s which house upper classmen need a lot of attention – work on better recruitment
- Having deans/advisor reach out to students to ensure they are satisfied with their major.
- Review what our peers are doing
- Private partnerships – auxiliaries
- Lower domestic non-resident tuition rates
- Have more external events such as concerts, trade shows
- Market externally the options for rentals of facilities to non-university entities
- Sell concessions at all graduation ceremonies
- Expand alcohol sales
- Require handicap student/staff to buy hang tags for parking as other students/staff do
- Make all staff/faculty buy parking hang tags. The departments should no longer cover the cost
- Put the gates down on the pay-in-lane at the student center on the weekend
- Increasing financial aid = diminishing marginal returns (vs. partner w/ firms willing to provide scholarships?)
- Public education on public-private economic development benefits
- Recruitment – what else can we do?
- Endowment campaign - \$100m target
- Centralize some services
- Further Fundraising: Plan with ART, CMTA, and MD to raise profile of fine cuts together
- Ask for fundraising, as well as recruiting thoughts/plans for each department.
- Increased investment in fully online programs
- Flat rate tuition model
- Fee structure increase to international students
- Increase credit hour requirement on scholarships to freshman.
- Shift exchange agreements to more on way agreements where incoming students pay a tuition rate between regular out-of-state and in-state rates. We should not be signing one-way agreements for in-state rates – there is too much expense to facilitate on our end. Creating these partnerships with international institutions will build in recruitment at minimal cost.
- Grad programs- year for working adults.
- Revise international exchange agreements to more one-way where we accept their students without sending any out to them. This would allow us to charge more in tuition (rather than in-state that we accept now). I'm not sure we would be competitive internationally at full out-of-state tuition rates, so maybe some discount is warranted, just not all the way down to in-state tuition rates.
- Are we maximizing the revenues from renting out facilities like the convocation center? Could we book more events, raise rates?
- Consider more travel programs (outgoing) where program fees bring in additional revenue. Short-term travel both domestic and international is an opportunity.
- Increase corporate sponsorships. This can be done in all centers of the university and can aid in building financial awareness for the organizations which can alone contribute to building a pipeline of talent for students.

- Re-evaluate some of the academic programs which don't lead to immediate opportunities for students (i.e. programs that require a master's degree including such as the health administration programs) To create more pathways to a graduate degree via 3 + 2 programs in areas that require a masters degrees as the standard credential. This will also aid in increasing retention.
- Increase efforts with advising and tutoring to make a significant impact in retention – our retention rate is among the worst in the MI 15 publics.
- Leverage corporate and community partnerships through programs, internships, etc. Students will be more likely to come to and stay with EMU if these partnerships are strong, particularly if students can expect internships after sophomore and junior year. Perhaps look into co-op partnerships to/organizations.
- More bachelor's to masters accelerated programs, for example, being able to achieve a masters in a 5th year. This could help increase grad members.
- Grant programs to provide training and stipends for community college transfer students e.g. Bridges to baccalaureate, S-STEM.
- Recruit high achieving students by promoting the faculty of Education at EMU, contact with professor's compared to bigger schools.
- Promote programs with good employment prospects.
- Maximize potential for research grant funding.
- Political action for Govt. support of education
- Providing opportunities for providing community services,
 - May require investment in infrastructure.
- Fundraising:
 - University priorities and mission that will resonate with alumni and stakeholders
 - Hopefully the marketing study will provide direction to "who we are"
- Other:
 - What programs are "mission-critical" – what do we do well? Foster and support those areas.
 - How larger should we be
 - Promote more entrepreneurial ideas/activities.
- Cut un-needed positions
 - Ability to cut staff in a timely manner
- Say "No"
 - Work on want vs. need
- Look at large scale friend/alumni fundraising campaign to raise money specifically for reserves
- Liquor licenses for weddings to increase use of McKenny and Student center.
- Sell Naming Rights to convocation center/ football stadium other areas. (corporate or individual)
- Bringing in other programs to tap into more technology type programs.
- Review current programs and check on retention in those programs.
- Those working keep those; that are not put on hold. Until there is a need for the program again.
- Look into block tuition
- Increase required credits/semester for students from 12 to 15 credits for more scholarships.

- Offer “free” credit hours for summer enrollment for “successful” fall-winter terms and/or for specific types of enrollment in summer (take a course we pay for a course)
- Offer study abroad experience when “X” credits completed at EMU – try to encourage credits at EMU for summer community college.
- GPA requirements for block tuition proposal (ex. Must have 3.3 GPA to take 18+ credits)
- Incentives for Honors (high GPA) graduates for EMU grad programs. Guaranteed GA-ship? Block scholarships?
- Handicap tags are a loss because not paid for.
- Everyone should pay for a hangtag
- If an individual is promoted they still receive a high salary when transitioning back to their original position
- How is faculty release time being monitored to minimize loss of revenue to university?
- We need to better prioritize our initiatives to include everyone in the master plan.
 - I.e. do we all know what we are fundraising for?
 - I.e. do we all know what our top university goals are vs. individual dept. goals
 - I.e. how are individual dept. goals aligning with university goals and initiatives?
- With all the animosity towards athletics perhaps fees need to be assessed to students to offset the funds provided by the university. This is how other university collegiate athletic departments manage these numbers and for some reason these details are always left out when athletics is verbally bashed internally and externally.
- Why don’t more of the scholarships require 15 credits per semesters or 30 per 12 months to financial aid?
- Block tuition and GPA min. for additional credits.
- Dedicated fundraising support. For the honors college we should be able to raise funds. Authority we have little support/help
- Would it be appropriate to assess a course fee for Honors classes?
- I think the ‘carousel’ of online classes is a great idea – I was going to suggest more online classes for MBA
- Increase online certification programs
 - Could be degree programs or not – many health professionals now require certification – could offer a 2 day training program
- Expand services for clinical programs
- More aggressive partnering with local companies/industry.
 - This could attract equipment donations
 - This could result in research funding
 - This could result in specialized training opportunities that we could provide.
 - (such efforts would need an initial investment of time to lay the ground work for these activities)
- Making it easier for faculty to get release time for grant development. I would require that grant application result from FRFs (and maybe SRAs)
 - Definitely require it for those who get a second such grant.
 - In some ways, the current set-up discourage grant applications since it is relatively easy to get release time without reading to submit grants.

- Focus on a 'career-track' like feel for incoming students which focuses on 15 or more credit hours per semester
 - Students meet often with advisors and career caches throughout program that way students see future success clearly.
 - Require GPA levels, partner with employer to guarantee internships. Partner with other resources on campus to help students with non-traditional needs (single-mothers, homeless, etc.) to move them through this type of program.
- Eastern used to have a lot of professional development training that resulted in some sort of certification. Why not revisit this model and increase revenue through that platform.
- Provide better advising and program details to our students. Often after completing GenEd there is no one to guide these students in the right direction.
- Advise students how to best change their course of study when they are no longer in love with the program of study that they started off in.
- I think annual giving could be expanded on. One specific way that many schools gather revenue through non-alumni avenues is through employee giving \$5-25 payment automatic reduction (voluntary, of course!) has become a popular, small way to generate revenue
- If the university stopped investing in an athletic program that we have no realistic chance of success at, yet took considerable money to support (football), and then invested more heavily in sports easier to be competitive in (basketball) we could increase money and exposure to the university helping out brand awareness, perceived value, further increase FTIAC population, etc. The reality is that our current athletic state severely hampers our ability to bring FTIAC students in, because their failure wears off as the whole Univ.
- Take a hard look at examining who we admit, and severely limiting our admission solely to those we know we can retain at a very high clip, yet have less need. What we lose in gross numbers, we would make up for in significantly less expenses.
- Increase the number of students in RN to BSN (accelerated online) program to 50 each start
- Small financial aid awards for summer enrollment
 - This would increase credit hour production for summer enrollment
- We must replace EMU sponsored financial aid with the Foundation supported aid. Every academic department needs to build scholarship funds that are used to recruit and retain.
- Presidential scholarship should be supported by Foundation dollars.
- Faculty should pay for parking.
- Handicap parking should be charged
- Out of state students.
- Faculty should pay for parking
- Any other groups not paying for parking need to.
- Pay for handicapped tags.
- If department heads, other administrators, or others step down from interim positions, their salary needs to be reduced, they should not be paid at the higher level – e.g. former provosts- or it should only be a small percent.
- Count Foundation scholarships as part of financial aid packages- no debt for students would be a good recruiting tool.
- COB admin support for successfully setting faculty onboard with BBA 2+2+online MBA.

- Offer a summer “freshmen boot camp” to ensure math and writing skills are at a point that they can achieve academically in the fall. Make it “sexy” by adding “success” skills features (memorization techniques, speed reading, etc.)
- Ask marketing to work with Career Center to develop “sponsorship” package for employers. If we could get help gaining employer sponsors, some of our funding (SS+M?) could be used elsewhere.
- Ensure dollars are going to appropriate programs and increase enrollment in those areas.
- Review all process to ensure Students are accommodated when it comes to program requirements.
- Communication—one faculty member mentioned that their department could have brought in 400k in revenue last summer but they were not allowed to offer the classes/programs due to what was termed a Hard Budget Cap.
- Out of state Tuition, International
 - So state support has declined have we reviewed how these prices are set and the need for the price difference to remain as high.
- Expand the use of liquor license on campus to include other event venues/buildings.
- Explore academic summer camps. The expose EMU and the programs/ facilities that we have to offer potential students.
- Have pre-paid tuition. Students can have their tuition set for four years. This will increase their commitment and save them money. Include summer classes as part of the semester.
- More marketing to the local community including within EMU about Rec/IM services, events at convo/ Pease, children’s institute services, COE clinic, psychology clinic services—anything available to the public.
- My friend is 65 and is going back for a certificate in gerontology. She said there is a huge discount for seniors and wondered why we don’t publicize it.
- Can’t we increase the use of the student offerings at the satellites?
- Dietetics has been online (grad program) for at least a few years and nursing’s Michael William’s taught for the RN2BSN online program. He really deserves credit.
- Fee for service of certain programs
- Does faculty understand this?
- Leveraging Endowed Scholarships to improve retention of students.
- Invest in expendable Fundraising, accompanied with strategy- Need to identify specific projects/ goals and really put money behind aggressively achieving those goals. Strategy starts at the top (President) with engagement/participation of campus leadership.
- I like the idea of the online model as long as we don’t minimize the academic quality of these programs.
- Increase international enrollment – continue to focus on their market.
- Continue to create new programs that are in demand based on market research.
- Look for opportunities to provide for pay services to the community and/or other schools.
- Offer technology in academic programs that is same as what they experience in the work place?
- Why is athletics higher priority than university appropriations? Does Athletics represent our best investment for our scarce dollars?

- Why do we operate Eagle Crest at \$0 revenue? Could EMU sell or outsource Eagle Crest for extra \$\$\$ for reserves.
- Could we outsource the Rec/IM to WCC or some other provider that could provide better service and lower cost?
- Advertise on campus
- Campus life sponsors (i.e. movie)
- Homecoming sponsors
- Paid tabling events on campus or similar to block party
- Expand catering to outside campus
- Deliver food for charge by dining
- Add donation boxes at major events
- Student center charges campus departments for rooms
- Farm out University Health Services to St. Joes.
- Offer technology in academic programs that is same as what they experience in the workplace
- How much does poor budgeting cost in terms of lost opportunity, failed plans, loss of most talented employees? It is bad that this extra cost from having to re-plan and always deal with sub-optimal scenarios cost EMU tons of money in ability and opportunity.
- Could we partner with labor orgs like UAW to offer discounted programs to their members to bring in more revenue?
- Develop programs that focus on IT Security and Technology jobs that drive the economy. Helping students develop those skills will drive more enrollment.
- Developing an incentive at the departmental through roll-over for revenue generating activities that can be used for departmental needs. Examples include testing or professional development/ activities where revenue is deposited into the G-Fund and swept at the end of the fiscal year.
- Continue increased emphasis on research projects to develop the IDC rate.
- Evaluate ROI internal research awards or develop an articulated expectation of using internal awards for proposals for external support.
- Grant support for research- scholarship- more income from research grants will bring in more money in indirect costs that can go to running administration.
- Publicize high-profile alumni-programs here to solicit patronage donations.
- Streamline graduate application system to make it easier to apply to graduate programs.
- Hold the president to do their job with respect to fundraising.
- Accelerated undergrad-grad programs
- Recruit students from outside SE Michigan—lots of undergraduate students want to go away for college.
- Go after big donors and foundations for named programs—their money means more to EMU than a place like U-M that gets a lot of these types of donations.
- External Fundraising (private donations)
- Multi-year grants for retention programs
- Build a culture and support for tech transfer that is unique to the resources at EMU
- Engage Industry to partners on student and faculty inventions (shared revenue)
- Explore Cleary University model to gain more students

- Continue to work on website to be more industry engaged
- Continue to get EMU to attend I-Corp. Programs at the National Level. First they need to attend at a Regional Level.
- Explore defense money available for research.
- More student projects which industry could help bring in money.
- Increased cross collaboration among colleges.
- More focus on special degrees/programs with special pricing.
- Support for fundraising—however, have we been good stewards of money that has been given to us?
- Focus on more international students.
- More organized efforts around student support in their academic goals.
- Cut the staff in non-core areas. We have too many athletic coaches, HR “professionals,” student center programs. Students come here for school/jobs- not football games, union fights, etc.
- Getting union leadership on board
 - Calling them in for problem solving, brainstorming.
- Fix the Foundation. Hire proven fundraising professionals and hold them accountable.
- Identify grant opportunities that we may have overlooked relating to research, STEM, and student support services.
- Increase retention
- Campaign for fundraising
- Online offerings
- Increase market driven program offerings online or hybrid formats
 - Ex. One night a week
- Market changes to the program offering: non demand programs vs. high demand
- Strategic partnerships with K-12 agencies, community colleges, chambers, BE EVERYWHERE!
- Increase recruiting territory
- Branding “Campaign” highlight for transfer students
 - Why EMU?
 - MTA
 - Cost efficient to transfer
- Offer high demand academic programs that attract recruiting, i.e., nutrition, dietetics program with high demands but limited availability.
- Revamp the technology program to attract more international and domestic students. Programs that help students find a job in Engineering Field.
- Increase international recruitment. Increase recruitment workforce to expand. Must invest in recruiting staff to bring in more students.
- International enrollment strategic plan
- Offer solid programs, i.e., engineering programs that create work source in industry
- Career development support—help students to prepare for graduation— improve retention rate.
- If market research is telling us there is a market for online graduate degrees not currently offered, why aren’t we moving forward?
 - Move forward with more degree completion programs online. E.g. BBA completion.

- Admissions app fee is only \$45, much less than other schools; can we increase it?
- Focus more on recruiting grad students since they pay higher tuition.
- More fundraising by deans
- EMU capital campaign (as an alum, I don't recall getting solicited at home!)
- Continue to look to grant funding for new initiatives around retention
- Seek outside support for Rewards Program
- Open tutoring for HS students as a fee based service (and success coaching)
- Begin fee based SAT services
- Fee based academic and leadership summer camp for middle and high school students.
- We also have the opportunity to possibly open a testing center that would generate revenue.
- Engage in absolute shift in how we treat students. Overwhelm them with care and approachability in order to retain them
- Invite AP's to go to their hometowns or other communities where they are well connected to engage with schools to do effective relationship building and recruiting.
- Bring in more concerts and plays to Pease and Convo for profits that contribute to general budget.
- Expand liquor licenses to attract more events.
- Hold National Level camp and clinics for specialized areas.
- Increase foundation support – have them looking for outside support.
- Increase involvement in Grant writing research offer grant writing workshop, how to find grants etc.
- Switch to block tuition. I think students will stay here and graduate on time. Then possibly become donors.
- Offer community courses for a nominal charge.
- Don't make it so hard for people to take 1 class (just for the heck of it.) Talk was it's hard for a person that has a degree already just to come back and take a class?
- Years ago EMU held back some financial aid to help students fund summer classes. Perhaps look into investing some of our aid dollars into summer to entice more credit hours.
- Develop an overall practical strategic plan (enrollment)
- Drastically increase the number of international students
- Launch more online programs
- Get all employees involved in recruitment process. We all are spread out living in different communities – we can help with Eastern exposure in our communities – involvement in schools, spreading good word through organized efforts, wear EMU gear, offer shirts at a discount for employer through Adidas. Work closer with community colleges in our neighborhoods.
- Must improve advancement to generate sponsorships, participation, donations.
- Accountability!!!
- Revenue from our gem-student center. Amazing space and people. Are there other places/people who can support them?
- Programming for alumni engagement with current students to begin building a cultural of philanthropy and university give back
- Increase pride in institution for alumni to increase alumni donors – revamping outreach and events programing.

- Recruiting international SS by reaching out to faculty at institutions overseas.
- Balancing SS exchange and numbers so that incoming = outgoing and/or change to one way mobility agreements so SS pay at receiving institution.
- Market online programs internationally
- Undecided? Come to EMU where it's okay to change your mind – 200+ majors!
- Become more international – students know that it's necessary to be more globally aware – let's make a concentrated effort to add that element in many areas.
- While we are recruiting FTACs and transfer students (R2BSN) and while Kevin is happy with a 76% retention of R2BSN, it is the lowest retention in the school of nursing. Retaining students takes staff effort and the school of nursing has had no increase in staff (yes, faculty) for 5 years. When will we re-organize staff support to support CHHS?
- Encourage more grant writing.
- Develop recruitment strategies for high growth potential graduate programs
- Use GA and DF positions to recruit high quality grad students
- Encourage quality improvements in graduate programs to make our grad programs attractive for quality and low cost and convenience
- Parking: handicapped hang tags should have to pay, departments should not pay for a hang tag, everyone should pay to park
- Faculty:
 - What happens to their salary when they take a high position and then step down to a lower salary? Why do they retain their high salary?
 - Can we receive faculty release time? How is it granted? What was the total release time granted last year?
- Merchandise: We should try to build the BRAND and sell more merchandise at more events. We need a comprehensive plan for our university.
- Fundraising: Identify to major priorities. Educate everyone about the top priorities and progress towards those priorities (report on specifics)
- Implement energy conservation measure program to provide an energy savings
- Continue managing the utilities.
- Increase foundation support
- Increase grants. However, to increase grants, faculty need a 3-3 load.
- The elephant in the room is the enormous subtlety of the athletics department – 80%. New/old times used EMU last year an example of how football is consuming budget.
- Larger foundation giving
- Corporate partnerships (ESPN -> communications)
- We need stronger leadership in the foundation; not only does the foundation need more people actually doing the work, it needs smarter, more savvy leaders.
- Support and encourage faculty to apply for external grants
- Develop and foster relations with Alumni – need letter tracking system of alumni from EMU foundation
- Ensure adequate administrative support to bolster efficiency and the ability for department to reach growth goals (similar to science building investment -> growth)
- Increase certificate programs

- Increase online programs
- Professional development courses
- Seek more corporate donors
- Grant increase and grant writing workshops for both faculty and staff
- Summer camps and conferences to utilize off line physical campus.
- Work on retention by investing in higher quality programs. People leaving with pride.
- We need new academic programs that are between our grad students and degree completers – these bring in the most new revenue.
- The masters in Ed Leadership accolated online program has been going for over a year. We hope marketing could start very soon. This program has a lot of potential for growth.
- Our urban teacher gathering program will grow FITAC Ed students.
- Expense saving:
 - Off peak cooling (energy savings)
 - Efficiencies in building schedules (energy cost savings)
 - Cross divisional resource sharing
 - Tighter heating/cooling rangers (energy savings)
 - Repurposing of university equipment across divisions
 - Athletics review costs
- Revenue:
 - Look at parking fee structure
 - Venue rewrite opportunities.
- Aside from revenue, we must first stop the “bleeding”. For ones that are not staying with the budgets, they need major cuts.
- We learn about a shortage of skilled trade in the future. Have we considered programs to address these jobs?
- Differentiated tuition for programs – some could change sufficiently.
- Accept money for advertising
- Major “survival” fundraising campaign
- Regent yearly “survival” contribution from all AP’s = \$500-\$100. Truth is, we are all lucky to work here.
- Much better program-by-program fundraising efforts, echo, - alumni’s
- AP pay freeze until 2018
- Pair every student/staff mentor.
- Meet with faculty to see how get \$\$ support
- Maximizing FTIACs is good, but it produces maximum work for academic departments, and doesn’t leave them as much time/resources to develop these new programs and staff them. We need to reach a new accommodation w/ academic depts. and faculty on how we resource program development.
- Push for international students is a great initiative.
- More forward development especially for areas that have a lot of support out in the community like athletics is a great initiative.
- Early children’s new non-teacher cert program is working on a partnership w/ HFordCC to offer degree at their campus – we need to reach out to Washtenaw CC for a similar agreement.

- We have potential to double the Ed student's dr program.
- Non-credit hour programs that generate \$ - such as our SPED online training for business, community group to work w/special needs adults.
- New programs SPED in the works to address high needs areas, LD and autism.
- Dining and housing are money makers.
- Focus on "resident" students – do NOT outsource!!
- Collaborate w/ community in offering services
 - more adult education classes
 - online classes
 - rec center offerings
- Review student records of "mean-completion" and find helpful ways to energize them to complete degree.
- Create major "partnership" w/ corporations for more recognition.
- Review "space-use" and ways we are not using our facilities wisely. Ex. AO student fast track that costs us \$ because we have all of the SC on hold.
- Increase grad students
- Increase international students
- Improve relationships with community colleges
- Need incentives to encourage faculty to develop online degree programs – such as an online master's in geographic information science (GIS)
- Need to develop a new interdisciplinary program with a focus on regional economic development, could be housed in urban and regional planning, and work with economics and political sciences
- Need to make the Interdisciplinary Environmental Science and Society (IESS) a full degree program and hire faculty with experience in sustainability science.
- Create an interdisciplinary environmental sustainability science program at the graduate level.
- Serious consideration of the YTI programs to increase graduate endowments of EMU alums.
- Handicap parking – pay
- Faculty parking – pay
- When person steps up salary increase and then step down keeps increase in pay.
- Release time-sabbatical
- Priorities:
 - Space Utilization – shut down buildings that only have a few classes condense them into Porter/Pray Harrold for weekend for classes.
 - Make faculty teach more classes. They should get paid according to how many classes they're available for. That would be incentive for them to teach more than 2 classes a week but get paid over \$100,000 a year.
- Increase revenue by rethinking how EMU foundation is administered and staffed
- Provide professional training to dept. heads to do a better job identifying potential donors

2. Expenses – What suggestions do you have for your area or other areas to control/reduce expenses, either in FY16 or FY17?

- Work on better data reports at dept. or program level that give time \$ [balances] and other important data.
- Take a look @ programs that aren't making money, cut them.
- Camps for teenagers to bring in extra
- Cut athletic dept. budget and make them fundraise – reduce salaries in this area.
- Need to aggregate small depts. on campus into large units – blended dept. can work well
- Graduate admissions process is too cumbersome
- Cut athletic expenses
- Cut Executive Administration positions
- As “needed positions open up, hire salary internal hires as the work can still get done and be cost-effective with human capital
- Eliminate academic programs that are not self-sustaining
- Outsource health services
- Outsource children's institute
- Cut athletic programs
- Cost/Benefit analysis of academic programs
 - eliminate programs
 - increase class size for General Ed classes
 - Increase [campus] hours of faculty
- Properly fund asset-preservation – it is cheaper to keep things in good working condition than replace broken systems and equipment's.
- No more “Across the Board” cuts!! Make them strategic
- We've made good investments in technology that save work. Are we following through to make sure we realize the savings in moving staff to new work?
- We must trim major sports – football by 2018
- What programs should be detached and make more self-sufficient like WEMU?
- This will create tremendous goodwill and open up fundraising interest.
- Energy savings
- More HR under B&F have one VP of administration
- Work on retention by investing in higher quality programs. People leaving w/ pride.
- Share resources both personal and physical resources between departments
- Expenses associate with athletics specifically football and evaluate ROI
- Require departments to conduct ROI summary for all expenditures over 5K
- Reduce printing by encouraging syllabi and tests to be only online
- While PTLs are not a huge expense per course, we could be more strategic in apportioning teaching opportunities across units. For example, the gen. ed. courses are not at all regulated in terms of how many seats available per area (humanities, U.S. diversity, etc.) are scheduled per semester, nor do we coordinate times of offerings. That said, as long as SCH drives department budget, no dept. head will support right sizing. Also, the gen. ed. office doesn't have the staff to do this, but we have too many gen. ed. classes half full.

- \$25 million a year to athletics? For what? What is our ROI on this continued investment? At what point do we realize that our “premiere” sports cannot compete at this level and will NEVER generate significant revenue. That money could do so much good on this campus. It’s criminal to continue down this fruitless path.
- Reorganize the athletic department to align with college structures. For example, the athletic director is the equivalent of a dean. The salary for the AD should be the same as a dean – the coaches, the same as a dept. head. NO more \$400,000 coaches. I will need more faculty soon. His salary would get me 6 faculty.
- What will be the budget cut for next year..?
- Budget cut for this fiscal year? 5% - more?
- 83% of athletics budget supported by gen funds? Cuts!
- Mandatory direct deposit (too many lecturers get pay checks we mail) but need right office hrs. @ Start of semester to process.
- Review athletic programs revenues vs. expenses and take an appropriate action to balance the budget.
- Limit faculty release time
- Evaluate how to grow the best academic programs/majors.
- How to recruit more students and improve our reputation? Limit publicizing we have a student pantry. Swoops pantry is not the image to help us. It is a great idea however it gives off the wrong perception. It impacts our REPUTATION as a university.
- Determine which activities have a lower priority and agree not to support those activities anymore.
- Reward dept. directors for coming under budget. For 4 years I have been told “overspend your SS&M” because you’ll lose it next year (which has proved to be true)
- When deans talk with DH/SDs they say “cut costs” but there is nothing specific, which isn’t helpful
- DH/SD need (1) more budget training, (2) critical analysis of dept. budgets, I welcome the feedback/critique and would love the opportunity to defend my budgets/in line with my strategic plan. (3) freedom (within reason) to make some decisions without unnecessary scrutiny
- All depts. should be immediately told “no more food/refreshments” from department funds
- Offer high quality professional development on campus instead of people travelling to a conference or other meeting.
- Send one person to bring back info re: professional development to share
- Instead of redundant services, create opportunities to use some services by more people. Much of what I do “uses” other offices to help me w/ my job. Provide more info about what offices do so that we are aware of how/where to reduce redundancies (centralize maybe?)
- Putting revenue upfront to provide resources to better do your job or provide services (i.e. technology) (using budget more wisely)
- More collaboration on projects, events to offset costs (i.e. program events and alumni or athletics and academic events)
- Review full value of events currently being done to realign w/ full university goals.

- Cost of all student employees – the number needed for an area and the cost, versus reducing student number to hire a professional. Obviously not do away w/ student workers, but what jobs they are doing and what is the value.
- I'm in the COE and we have cut and cut and cut. We are going to have to be careful to make sure we limit the impact on students.
- Look at each area regarding personnel. Some people are very busy. Is there a way to share employees for support
- Do a better job training – especially student help. Good retention tool. Good for service. Leads to advancement dollars down the road.
- Make people accountable for budgets – reward and celebrate good management.
- Address accountability for those that consistently go over budget.
- Take a close look at travel and contracts.
- Recruitment and advancement is everyone's job. We need to look at service in all of our areas. Everything we do makes an impression – let's make it a positive one!!!
- Address service – helps with retention.
- Minimizing copying and paper usage
- Turn off all lights after work.
- Get out of MAC conference
- Seems like every time a department or office moves from one building to another, there is expense due to remodel, etc. Stop doing this. It's a waste of money.
- Hold AD responsible for going way over budget. It sends wrong message and hurts integrity of University to see irresponsible spending by athletics without consequence.
- Eliminate PT & CS unions. Cut personnel who do not contribute energy and talent.
- Getting our electronic systems working together the way they should WILL positively influence retention. It will also result in the need for fewer resources as there will not be as much duplication of effort.
- Eliminate duplication of services. There is a writing center in the library as well as an Academic Projects Center – the APC has writing center specialists. Why do we need both in the library?
- Clean house in stagnant areas that have not affected change in the way they operate – Registrar's Office, IT, Campus Life, etc.
- Decrease \$ we dump into football. Shift athletic focus to teams that win to develop strong alumni ties around those sports.
- Duplication of effort to have a Student Athletic Support Office when we have other areas that could support athletes academically and advise them in a more holistic fashion – you could drop to 1 specialist to deal w/ NCAA issues.
- Conference travel down (we have already stopped travel in 2014-15 and appear to be heading that way this fiscal year)
- Offer creative, less cost-effective programming's
- Work collaboratively with other units to streamline the work show and processes. Cross-train work source.
- Cut down paper processing to the minimal – cut processing cost.
- Utilize electronic processing instead of paper processing.
- Freeze hire; faculty priority

- Service areas: mission driven. Unit Eval = recommendations to cut/do without x, y, z.
- Be proactive/Preplanning with teams to be more efficient.
- Be clear on mission of each “area” not just EMU’s mission
- Buy out for higher paid employees/AP
- Close summer
- Better rely on purchasing team to evaluate products/services prior to committing to expenses.
- Better leverage existing technologies that already exist on campus prior to investing in third-party solutions.
- Stop sweeping funds at end of year.
- Give incentives to manage budget effectively. It pays to spend every dollar, not save each year.
- Work with unions about strategies to save money – bring them on board – stop treating our employees like the enemy all the time. They care about this place as much as anyone higher up.
- Some VPs are big talkers about what needs to be done – but they personally don’t do any of it. They come late, leave early, overspend, and let their staff do whatever they want – poorly. How about setting an example?
- In academic areas it is very difficult to engage faculty in reducing expenses when EMU negotiated such a lucrative 4 year contract for AAUP – this was not a contract that should have been negotiated by an institution that has money problems.
- Outsource – health services/RecIM (private company to offer services)
- Get rid of Children’s Institute
- Cut [non]essential programs that currently exist
- I’m already forced to cut staff, so I’m not terribly helpful here.
- Outsource Eagle Crest or sell it
- Outsource Rec/IM or otherwise modernize it
- Reduce # of executive positions. Fewer AVP and VP positions.
- Reduce instructional positions commensurate with reduction in credit hour production.
- Reduce spending on athletics. Reduce coaching salaries.
- It is very expensive to NOT train staff. If we don’t maintain skills, we are stuck with staff that are not fully productive over time.
- Add a bonus program that rewards the behaviors you want to see. (reduced costs, increased revenue)
- Implement a time limit for how long Dean Backos can speak in a meeting.
- Hold people accountable. How [is] several years of failed budgets acceptable?
- We have to be more strategic and get past this cycle of doom and gloom at EMU.
- Cut Echo
- Analysis and review of “like” offices and merge according
- Cost analysis of employees needed at the Rec/IM
- Conduct audit of athletics budget and club sports
- Increase Rec fees and class prices
- Farm out marketing of Pease and convocation center
- Add more reserved parking spaces
- Charge more for ACC and Children’s Institute
- Look at where efficiencies can be achieved by sharing resources

- Immediately move to discontinue aux. services that are not generating revenue. ReclIM for example, if closed, could we partner with another entity to continue to provide that service to students that want it.
- Hold folks accountable or show them the door.
- Afraid to cut too many more expenses. Some critical areas are really working at [have honor] budgets. Further erosion could be catastrophic.
- Possibly look at athletics? I am very supportive of the student-athlete experience, but seems to be disproportionate investment in football? I don't think athletics should be cut, it provides great points of pride and purpose...it just seems that certain aspects are over the top at EMU.
- Elimination of academic programs that lose \$, don't meet needs in our community.
- Fee for service – running lab
- Cadaver experience for other health care professionals (fee for service, CE credits for health care professionals) than EMU – with U of M's concerns handled since those are their cadavers
- Prosthetics – work w/ others in the private community
- W/ fee for services – can dietetics offer advice to the public?
- Look at all departments to determine if staffing levels are correct (i.e. overstaffed for workload in dept., etc.) If overstaffed, then time to restructure department(s) and make changes
- Have any project produce a “return on investment” statement.
- Right size some academic/athletic programs that's not producing/supporting.
- Look at scales of economies with resources across campus
- Review area-by-area the budgets – don't do blanket cuts but cut by where the least harm may be done.
- Ensure facilities are maintained. Students decide where to go based on the feel of the institution in total. Must be clean and well maintained.
- Take a strong stand w/ AAUP...faculty jobs are not guaranteed. Programs need to be beneficial to EMU students and be self-sustaining w/in the college.
- EMU is also a victim of its location – U of M, Detroit Pro Sports. Strong high school program local. When will folks come to EMU?
- Recognize the cost of football at an institution that professes Education First! All of athletics should be reviewed and held to budget. Must recognize that EMU is still over 60% female. What if football was eliminated and scholarship dollars redistributed to recruited and broaden range of athletes...women's sports @ 50-60% of reward dollars? Soccer as replacement for [football]
- Cost benefit analysis of athletics – scholarships/financial aid awards, expenses in travel, uniforms, housing, meals, etc., coaching expenses, vs. benefit/gain to the University. Some athletics are needed/necessary, but a review of where things truly stand in terms of ROI is needed.
- Analyze where the staff/administration positions have been added – have there been improvements/efficiencies as a result of these added positions? Decrease in complaints?
- Better planning of projects looking @ bigger picture and full impact of the project or change.
- Ensure EMU can support new faculty needs prior to hiring, not after finding we don't have infrastructure to support. Same w/new grants.
- Athletics needs to get out of Division 1.
- EMU must reset starting salaries at all levels – administrators, staff, coaches...

- Opportunities to review similar functions across different university departments and consolidate activities into single areas. As an example, many people do marketing around the university – but they operated independently of the marketing office. One example. Event planning may be another. Others? Should we [institute] targeted group to review various structures campus-wide to identify opportunities under strategic plan process.
- Reduce amount of scholarships for incoming freshmen
- Reduce # of NSP awards given to intl. students – no cap on # of awards @ this time – this pays the tuition differences between in and out of state tuition.
- Drastically cut our HS recruiting/traveling in the fall. I believe this model is becoming less and less effective each year, as HS are less able to accommodate us, and students are less likely/interested in attending our visits.
- We could get more out of our regional recruiter position currently working remotely in Cleveland if they were brought back to campus full time. That position could still recruit Cleveland from campus, as the commute is no different than recruiting the west side/upper MI.
- Feeling is that cuts have been made over and over again with the exception of General Fund spending on athletics. Budget presentations didn't even address money spent on athletics and what, if anything, is being done for alternate funding.
- Tie reduction/approval in expenditures to return on investment. Not sure how to accomplish.
- Lost control in salary increases over cutting personnel? Is it appropriate for state university personnel to make more than the U.S. Secretary of Treasury?
- Cuts to athletics, or requiring that it be self-supporting. EMU could distinguish itself as a leader by eliminating its football team. At some point in the near future, there will be a liability in having a football team due to head injuries. EMU should get out in front of the curve on this.
- Figure out a way to tie cuts to strategic directions and/or performance. Across the board cuts are not effective.
- Can we rent spaces – like the new Honors College building – to externals to support the college? (Wedding for alums? External chamber concerts?) I'm not sure I really want this, but it could help fund the building.
- The Honors College has become a critical member of the recruiting and retention efforts to campus. This contribution can only be sustained with staff support. We totally want to be a core support of the University but truly need additional revenue/staff support.
- I didn't see anything about athletic costs in any of the presentations. You can't continue to ignore the feelings employees have about this topic and how much money is spent in that area. Athletics does not attract students to EMU – time to make some serious funding changes!!!
- Spending needs to be smarter – any work through physical plant is outrageously expensive and money obtained through grants could be much more effective than is the current practice.
- Get athletics under control.
- Under promise and over deliver.
- Better management of forecasting trends/pop up expenses/etc.
- When budgeting, we need to prioritize what is a need vs. what is a want.
- We need to know how to forecast years in advance and not year to year.
- We need to properly allocate expenses and say no when it doesn't make sense.

- Accountability
- Increase collaboration of resources – vehicles, technology, and software.
- I think a lot of departments do similar things and if we were more aware of what others use and/or do, we could collaborate.
- We do a really good job at controlling internal costs.
- New to the university so not really sure about other departments at this time.
- Look @ cost savings of supplies ordered in bulk rather than each area ordering individually.
- Can we get additional savings by closing buildings at specific times, shutting down heat, cooling and electricity?
- How many years can an area be allowed to have a target of a fin. Loss each year?
- Look at expenses – are areas spending money just because it has been budgeted to them?
- What are our athletic teams doing for EMU? Do we lose more than we make on them? Which ones draw students to EMU?
- Improve training & process on expenses and budgeting
- Consider outsourcing non-essential activities for the campus
 - reduce redundant staff
 - what can we automate/improve
 - create a more lean environment
- Transparent audits of each unit
- Hold budget managers accountable
- Review need for certain auxiliaries
- Overhaul of Athletics
 - Does EMU need 21 teams?
 - Expense vs. revenue
- Cost-cutting measures delivered “from on high” will produce resentment. Each area or unit should examine their expenses and collectively brainstorm on cost savings. People will be more invested in these and some creative solutions will come out of this
- Contests and prizes for cost containment/reduction
- Stop using search firms unless absolutely necessary, instead leveraging talent w/in HR and University for recruitment efforts.
- Negotiation of more favorable union contracts to ensure total comp is more realistic to market.
- Decrease # of grad assistantships, as we offer more than other comparable universities. This would also allow us to pay competitively for those remaining, thereby increasing our ability to recruit excellent students.
- Manage our natural attrition effectively. Ensure that we are strategically allocating our salary dollars so departments are functioning at maximum efficiency.
- Look at ‘green’ initiatives – cut printing, etc.
- Look into offering “buy outs” particularly for senior union employees at the max of the pay scale. Analyze if this is cost-effective.
- Limit the utilization of search firms for some executive level positions. The level of services provided by these firms can be handled by talent acquisition in human resources.
- Evaluate academic programs that are no longer considered highly marketable in industry and have low enrollment, and eliminate those programs.

- Offer buy-outs to staff that are “retirement eligible” to reduce some of the overhead costs of personnel and make re-hires salary more comparable to market. There are a lot of staff at the university that have reached the salary caps in their pay classification and are paid significantly more than their colleagues in the same roles since they have been in their position for years.
- Eliminate programs that don’t have enough students to support the faculty we have on-hand.
- Consider a few furlough days in the summer where the university is closed and we don’t pay staff for those days. Obviously need to keep in mind the # of these would need to be limited to minimize financial impact to employees.
- Make class sizes larger to eliminate the need for so many faculty. Even a bump of 5 students would help.
- Serious consideration has to be give eliminating athletics here ate EMU. The cost/benefit just doesn’t measure up.
- Target to spend less than budget. 5, 10, 15% reduction. (helpful, necessary, but – reactive)
- Cut athletics?
- Review the cost of faculty release time.
- Prioritize the university’s future plans (Master Planning)
- Shut down facilities that are not needed during the summer months.
- Establish building operating hours
- Review all positions for 9 month appointments in lieu of 12 month appointments
- Cost/benefit analysis
 - football at divisional level
 - academic programs that don’t impact accreditation
- Better planning working as a team with other dept. for resources
- Look at staff (long term staff). What jobs are still an intricate part of the department? What jobs can be combined? What jobs can be eliminated (and combined)?
- Retirement for eligible staff
- Our department is beyond bare bones, there’s nothing more to cut. I just don’t have any ideas.
- Conduct a cost/benefit analysis of athletics – particularly football. I think the current figure is about \$700/year from each full time student goes to athletics. What do students get for that money? What does the university get? Is it worth it? How much would we save if we eliminated football? It might be worth it even if we have to leave the MAC.
- Working collaboratively across divisions would create synergies that would reduce cost.
- Program review: align programs with costs and graduate success
- We need a cost – benefit analysis done on Athletics. If it is a large draw on the bottom line, it needs to generate all of its own revenue. Athletics does not attract our students!!!! That needs to be addressed! I know athletics has high GPA’s but it also take more of the general fund. We are hemorrhaging \$\$\$ to athletics.
- What is each teams roll???
- \$700 per student, per year just to athletics. What do they get?? 83% of general funds (we just heard that mentioned at the Q and A). Students don’t care about our sports brand. Put us in the next level down and start saving \$\$!! Leave the MAC!!!
- Why does a football coach get paid more than our leadership at EMU?

- Conduct a full analysis of areas, facilities and determine whether continued expenditure are worthwhile – cut out the high expenses/low or no return areas/facilities.
- Complete a master plan/strategy plan for the university and hold all departments accountable for conducting activities in alignment with this. Starting at the operational level, it needs to build upwards in a constructive way. We currently do not have this process.
- Cut from the top – executives etc.
- Reduce travel
- Less senior leadership
- Tighter control on filling/occupancy of classes (ensure lowest possible number of multi-section course) to reduce PTL cost.
- Ensure that we don't compete internally for students in general education course
- Engage in dialogs/conversations about appropriate caps on courses
- Prioritize needs in departments/schools to see where to most effectively invest in programs
- Review the athletics programs. Seems like a huge money loss. Also the salary cost for management to oversee
- Mindful of utilities lights off.
- Budgets that are truly “our budgeted” reduced.
- Four day work weeks campus wide
- Limit travel expenses
- Reduce paper usage in all departments (copy and printers)
- Use less materials
- Reduce services
- Recycle more
- Reduce absenteeism rates such as medical and FMLA leaves, works compensation
- Invest in solar/wind energy to lower heating/cooling expenses
- Divest of under-utilized facilities
- Invest in infrastructure – i. e. HVAC – payback would be a few years
- Invest in computer labs so we can offer more sections
- Offer retirement package to faculty who are 70 + and hire assistant professors
- Allow budget surplus to carry over to the following year
- Carrying over budget surplus to 'save' for larger equipment expenditures, as needs change year to year. This initiative would also increase understanding among stakeholders that purchasing may have to be reduced in the near-term, would lessen the burden on the college budget assisting the department.
- Why was the priorities related to athletics not presented as part of the budget. Given that 80% of the revenue for athletics comes from the general fund, it would seem that this would be a reasonable conversation. What percentage of the deficit can be attributed to the athletics department?
- Re-evaluate programs in COE based more realistically on external forces
- Review losses within auxiliary programs, some of these have the potential to make money if executed in a more structured business model. (Insurance billing at Health centers ticket sales at sporting events etc.)

- Control – for academic departments. Reduce reliance of general fund by reinstating program fees that go directly to the departments (i. e. department funding is a direct result of student credit hour protection)
- Eliminate majors with low enrollments
- Reduce sports scholarships – change division, cut sports. We spend too much on too few students.
- Athletics
- All prioritize expenses
- Give targets before beginning of year, not cut mid-year.
- Before we buy any software, could we make sure an honest and concerted effort to make sure there aren't other software's already being used on campus that would serve the purpose? This would help save license cost and maintenance cost.
- Centralize services so that better equipped group can help across campus.
- Athletics
- Look at all auxiliaries – transportation, business planning, “outsourcing”
- Look at “cash” infusion by outsourcing long term auxiliary's with 2016-2017