

**KANSAS STATE UNIVERSITY  
BUDGET INITIATIVE  
REVENUE GENERATION IDEAS AND BUDGET REDUCTION SUGGESTIONS**

# **Comments/suggestions relating to budget reductions**

2	We agree with the administration's emphasis on preserving resources that support the core missions of the University. We believe that any budget adjustments must maintain the core activities of a student-centered Research I institution, and must continue to support adequately undergraduate and graduate education and training, research and discovery, and extension and outreach. Without adequate support of these core activities, we risk losing our identity as a premier land-grant University.
3	Investigate how we might partner to a greater extent with other KS Regents universities in course delivery.
4	We also think that in this time of cut-backs, the university should place a moratorium on all new academic and service programs. We have appreciated the opportunity to contribute in this campus-wide brainstorming!
5	that K-State recognizes that having professors in all four sub-fields of anthropology (linguistics, physical, cultural, & archaeology) is something that very few universities nationally offer. I am aware that the linguistics field is the one being considered cut. Linguistical anthropology is not only beneficial to the Anthropology department but could be to the Modern Languages and ESOL departments. Linguistic Anthropology studies the sounds and patterns of language, which I have found extremely beneficial as I went abroad to learn a foreign language. Everyone I know who has taken Introduction to Linguistic Anthropology, anthropology major or not, has loved the class and found it really beneficial. The linguistic anthropology professor is one of the most enthusiastic and brilliant professors I have had who definitely shows her love of anthropology everyday to her students and colleagues. I do recognize that a professor will have to be cut for the budget, and all the professors except one professor have tenure. Obviously, KSU opted to cut the professor without tenure because to cut a professor with tenure reflects badly on KSU. However, by keeping a professor who does not achieve or exemplify the privilege to have a tenure, is a worse reflection of KSU. The anthropology department currently has three cultural anthropology professors, one who is near retirement, is the least experienced, and has not been in the field for over 20 years. I know many students who have had her as a professor
6	THINK BIG. Many schools are, of course, forced to increase class sizes, and this is usually considered a bad thing. But Harvey Palmer, engineering dean at the Rochester Institute of Technology (RIT), says that if done right, greatly increasing class size can not only save money, but improve quality. Only a handful of professors actually have the talent to make first-year core classes entertaining as well as informative, he says. That means an awful lot of these classes are being taught by professors who certainly know the material, but don't have the ability, or enthusiasm, to present it in a compelling fashion. These professors should instead be teaching older students who have already mastered the basics. Then one gifted, entertaining teacher could deliver introductory lectures in a large hall before 200 students.
7	Central administration needs to focus on making one initiative excel rather than multiple such as diversity, eco friendly, leadership, etc. Initiatives are started with no end date, end of soft fund support or apparent outcomes. Focus on one and make sure it excels before starting two or three more. In spite of attempts to avoid more investment of time, every initiative takes more time from faculty to provide the necessary inputs to central administration to justify their continual existence. All initiatives are good, but before one is started, celebrate the completion and closure of one.
8	If the University is being weaned off of publically funded support than it is becoming a self-supporting entity....is it not? If so then it is time to start acting like a self supporting entity. We need a business plan, we need a budget and we need to spend less than we take in. We need to prove that we know what we are doing. If that does not happen in an open and transparent way then nothing you do at the top will really matter. You will always be suspect and the people who actually make this University work will never fully invest in your effort. In other words if you are going to force us to meet our meager budgets on a department level then I expect to be shown proof that my sacrifices are acknowledged up the chain of command. Show us a bottom line. We can no longer suckle at the teet of state funded support. Let's grow up take a bold step and prove that we can in fact support ourselves by demonstrating that we have a bottom line and it is black. If we can do that then our constituents (students) will be lining up to invest in us.
9	evaluate central awarding of scholarships in Anderson hall and financial aid-is there favoritism?
10	Get a better football team so fans will attend the games.
11	In considering mergers, remember that not all mergers will reduce staff numbers or expenses. Be mindful that centralization is not always the optimal solution, as demonstrated by the combination of the DCE registrar and University Registrar. Within a short time of the initial move from DCE to Anderson Hall, individuals were re-assigned back to DCE to accommodate that unit's unmet needs.
12	We need to hire a permanent CIO ASAP. This will allow ITS to work on efficiency projects and other initiatives that are currently on hold until a CIO is named.
	Every college and department should have a strategic plan wherein the department plans reflect and complement the college plan and the overall college plan reflects the university plan.

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	Work with city to establish a public transportation system.
13	Help people understand (including administrators at K-State) that the university has 3 missions - not just teaching - and that people need time to carry out their assigned mission
14	Hold departments not meeting goals accountable for problems with retention. Don't add additional university programs to do this.
15	The university could offer a non-credit 'Better Health' series classes to the public for a fee and from a fun and practical view point. The series could include finances, nutrition, physical activity, criminal psychology (i.e. CSI-type stuff), parenting, etc.
16	I have already sent in my suggestions, but some thought come to me afterward. Who is scrutinizing they suggestions that are being conveyed by way of this survey? I should hope it is not some small committee of administrators who gets to yea and nay things without any kind of oversight. There ought to be a small committee of administrators, faculty, unclassified, and classified personnel, in equal numbers, that can voice their opinion without fear of reprisal. Otherwise, we might as well throw this survey away and just let the administrators do what they will!! This is supposed to be a new era of transparency. That being the case, there ought to also be an explanation after the decisions are made about why each item was either accepted or rejected.
17	Faculty Senate leadership should meet during the summer months to consider/approve course and curriculum changes in a timely manner (akin to a Consent Agenda). These may need to be of a routine nature once Academic Affairs has approved. Major policy items and new degree programs requiring discussion of the larger group could legitimately be postponed until September. The lack of action in the four months of summer (from May to Sept) hampers the University's progress overall to set up courses and degree programs with an effective date of FALL semester. This lack of action is a disadvantage to employees and students. A summer hiatus is outdated, much like siestas! Such a practice is a hold-over from when the institution had an enrollment of 4,000, not 23,000 students.
18	Scrutiny to the following two areas: Performance evaluations and staff allocations/expenditures in offices where nepotism exists Invoices submitted by foundations that are under the auspices of current K-State employees
19	Any cuts that are made should be strategic. Resources should be reallocated to support a strategic plan, rather than just cutting across the board. Some programs/centers/initiatives should be eliminated instead of just cutting everything.
20	If there are to be reductions in programs/staff, this should not simply occur through attrition. While it would be undoubtedly be contentious, we have to think what our long term goals should be with respect to developing a sustainable future. Will industry partnerships and priorities determine our short- and long-term areas of emphasis, or will a dedication to our mission of service to the needier sectors of society help determine our priorities? That's about all.
21	Adopt a mindset that strictures, i.e. budgetary reductions, etc., are not always bad. Rather they can help us to think and act creatively and to be more efficient in our operation.
22	During the past year, the Dean of the Graduate School has worked closely with the KSU Foundation to produce a Graduate School profile sheet to be used by development officers. The Graduate School is continuing to look for ways to identify and enhance potential donor opportunities, in collaboration with the academic colleges and units on campus that can focus on graduate education, graduate fellowships, graduate student professional development, etc.
23	The Dean and Associate Deans of the Graduate School have been working closely to identify and develop potential federal initiatives for inclusion in the 2001 Federal Initiative Book. These proposed initiative focus on broadening and strengthen the graduate education scope of existing initiatives as well as the development of a new initiative. If funded, these initiatives have the potential to strengthen and expand key graduate education/research programs, enhance interdisciplinary graduate education/research, develop synergistic links among the various K-State sites/campuses (main, Leavenworth, Olathe, etc), and also supplement the operational budget of the Graduate School.
24	The Dean and Associate Deans of the Graduate School have also been working closely to develop ideas for proposals for externally funded grants. As in the case of the proposed federal initiatives, these grants have the potential to strengthen and expand key graduate education/research programs, enhance interdisciplinary graduate education/research, develop synergistic links among the various K-State sites/campuses (main, Leavenworth, Olathe, etc), and also supplement the operational budget of the Graduate School.

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25	now, the new director of 'sustainability' has held a lot of small meetings on the engineering side of campus with very little input from the largest college on campus (arts and sciences) and has been the unwitting pawn of a few environmental engineering types who have declared ownership over the meaning and conditions of 'sustainability.' This is not helping to change the culture on campus and most certainly will not reduce the campus' energy dependence or long term sustainability. I want to see a real effort to engage the entire campus, not just the scientists (as knowledgeable and helpful as they are--and I am one of them). This is not an academic exercise. We must make a sincere effort to create incentives for departments and colleges to make responsible decisions for the long term, not just their short term fiscal year. This may require the university to provide some boost to departments who choose to go green in significant and effective ways--either in returning their cost savings to them, or in paying the difference for them in terms of conventional vs. green technology etc. Had the University provided some additional help to the rec center expansion to help them incorporate more green technology, I am sure the students would have jumped at the chance, but they were told they could not 'afford' it and so went largely conventional. This should not be tolerated anymore. We are way behind the curve on this.
26	Create timelines for implementation for different strategies along with budgets for different scenarios for evaluation and consideration.
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31	Reducing costs: why did instructional OOE go up \$1.2 million between FY 09 and FY 10? Cut instructional OOE back to FY 09 levels. Student services salaries went up \$700,000 in same period. Reduce to FY 09 levels. That's \$2 mill right there. Physical plant OOE went up \$2 million (may be unavoidable), public service OOE went up 300,000. Research OOE up \$700,000. That's another \$3 mill if all can be reduced to FY 09 levels. Service clearing, whatever that is, is up \$500,000 in salaries and \$4 million (!) in OOE over FY 09, though this is marked RU (restricted use?). 'Local agency' (an ominously vague term) is up \$2.4 mill in salaries and \$11 million to the dollar in OOE over FY 09. What is this sector of cost? Its funding went up 41.3% in a year when everyone else on campus was required to make cuts! Why? I find it very disturbing that educational and educationally related sectors of cost are bearing the brunt of cuts while these other sectors are gaining funding. What is the deal here?
32	Do not cut Arts & Sciences or any other educational field. This is not what most K-State fans want to hear, but there is so much money thrown around for sports, and that's not even academic. Academics should always come first. My suggestion is not to cut the sports, as we don't want a bunch of people to have a heart attack, but the revenue that does come in should be used more responsibly. There are so many extravagant events, salaries, etc. that are ridiculous and totally unnecessary. If we cut out everything unnecessary, we can easily save our goal amount. There is something to be said about simplicity, and I think cutting all nonsense out of the picture will actually strengthen what we do have so we can focus on it more and keep building things of substance and educational quality.
33	Stop the teaching of expensive hardware that will be outmoded by the time the students graduate. Stress the teaching of ideas and thinking versus techniques and software.
34	It is obscene to even discuss further cuts to KSU's academic programs when the football coach makes \$1.8 million per year, and we gave the last coach 3.6 millions just to leave. The athletic program needs to have all its extravagance and corruption cut first. No Its not important who wins the game. No you don't build up a University with a football team. Notto mention a golf course. Social justice first. Equality of sacrifice.
35	I propose that opportunities for budget reduction be examined in the following areas: In terms of quality, I would not suggest increasing class sizes or putting more teaching on research professors, as this goes to a potential decline in quality (and could also risk certain accreditations).

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36	In order to propose budget reduction ideas, faculty should be provided with information on spending. Unfortunately, in many colleges budgetary issues are not transparent. First thing that needs to be done is to make the business manager in each college make a presentation to the faculty of the college budget. The second thing that needs to be done is to initiate an immediate outside audit to make sure proper procedures are being followed. This audit report should be made available to the faculty. It is the outside audit that brought into light some of impropriety of the Athletics department and the NISTAC
37	Many suggestions I've heard on campus involve environmental sustainability issues. Please look at a recent special report in Nature, 'How Green is your Campus' for many sustainable ideas that also save money. K-State should be a leader in this area. <a href="http://www.nature.com/news/2009/090909/pdf/461154a.pdf">http://www.nature.com/news/2009/090909/pdf/461154a.pdf</a>
38	In light of the concern from parents and students regarding tuition costs, I question the practice of faculty members choosing to teach only evening classes for overload salary when they are not really working overtime. Students are required to pay a premium price for a course not out of convenience or the best use of classroom space but simply because faculty want to earn extra dollars. It is now difficult for student groups to find available rooms for meetings in the evening because of the number of evening classes. Perhaps there could be clearer guidelines about the best use of evening classes and a clearer definition of instructor overload. I suspect this will not impact the university budget but would protect the budgets of our customers, the students.
40	leverage partnerships where missions are similar on campus and at other Kansas higher ed institutions; consolidate or eliminate one or more regents universities; more resource sharing across regents (e.g., library collections)
41	Comparing degrees from other institutions so there isn't so much duplication; Consolidate the state schools to three
42	Make volunteering part of certain degree plans and also tenure/promotion; Use some of the ideas for positive publicity for campus; Expand classroom options on campus to include non-traditional spaces
43	Intercollegiate cooperation, helping each other with things they need; Alumni volunteerism too!; Tighten up Gifts in Kind policies
44	Work with city to establish public transportation system so there aren't so many people driving in town and on campus
45	Please add an eportfolio element to Axio Learning / K-State Online for a more full-bodied system that has a public showcase...and private development / learning. Please also see if the campus can work on electronic books and other digital learning object contents for sale from K-12 to college.
46	State Level To Save Funds: (1)Greatly decrease the severance packages for outgoing university presidents. According to news reports, these ranged from \$200,000 to \$400,000/year for each of three retiring presidents this year. (2)Close duplicate professional programs of the major universities, such as engineering. (3)Consolidate some community colleges. Also, make sure course equivalencies are represented accurately, when comparing community colleges and universities. (4)Consolidate counties. Consolidate school districts. To Enhance State Revenues: (1) Apply a tax on sugary drinks.
47	K-State Salina is very low in enrollment. How can we help them get more student enrollment? Something is not working there. Perhaps we even need to make such a bold move as to remove that campus from our 'ownership.' Make it a stand-alone institution? That type of school is important for many students, but somehow students are not being drawn in.
48	Raise admission standards and reduce the need for remediation services. Recruit students who want to LEARN. If you ask most students, they want a degree so they can get a 'good job.' They don't make the connection that learning/knowledge and intellectual curiosity are the reasons a degree can lead to a 'good job.'
49	Have each University department and operating unit prepare and submit a plan outlining how they can achieve a 5-10% cost savings over the next 12 months by identifying areas where efficiency can be increased, excessive costs diminished, or unnecessary services/operations discontinued. A university-wide 5% would represent a substantial amount.

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50	<p>The budget crisis at KSU, as well as at all the other institutions in the Regents system, is long term, systemic and, for the most part, self-inflicted. As a system, we have not been very intelligent in program development and resource allocation and putting a band-aid on local issues at each institution is not a long range solution. In a state that has only 2.8 million citizens, we have overbuilt and continue to overbuild capacity with no strategy to deal with the systemic problems. The budget pie is simply being sliced in too many pieces and will require a state-wide solution that will be a difficult and time consuming task but one that must be under taken.</p> <p style="text-align: right;">College of Technology and Aviation-Salina: Many of the decisions made by the past administration have had a tremendously damaging influence. The decision to develop CTA-Salina was done for the purpose of Legacy Building rather than on a real need to serve the core mission of the university and unnecessarily duplicates long standing programs and KU and WSU. Consider the UG student per FTE in comparison to main campus: Col Ag-31.7; CTA-15.8; Col Eng-30.2, Col of Ed-28.2. Is the primary purpose of CTA to provide convenient air service for coaches and central administration?</p> <p style="text-align: right;">The KSU Olathe Campus: It is impossible to imagine how this university can consider dividing its resources to build an entirely new campus at the Olathe site without eviscerating critical programs on the main campus. This is viewed by many as another example of Legacy Building. Even the KSU Foundation realized (perhaps a little late) that a very expensive building could not be justified in a time of financial stress and essentially abandoned the project. The Olathe campus, like the College of Technology and Aviation is a luxury that we simply cannot afford nor justify.</p> <p style="text-align: right;">General comments: While short-term budget reductions, as we have experienced the last two years, help the university limp along, these are not solutions. We are rapidly approaching disaster in some programs because of closed faculty positions and unsustainable restrictions on spending. We are in a position where vertical cuts involving entire programs and/or departments will be necessary for the survival of the university. Using some of the suggestions outlined above might help in determining which programs should be enhanced and which can be eliminated without significant consequence.</p>
51	<p>Regents Institutions: Duplication System Wide: Kansas has six major universities plus Washburn in the Regents system competing for the same budget dollars. The number of institutions is not necessarily the problem but the degree of duplication between institutions appears to be. Every one of the seven institutions offers a degree in education. Wouldn't it make more economic sense to focus educational training at three institutions rather than providing minimal state support for seven similar programs with all the overhead costs? The teacher shortage is in no way connected to the lack of teacher training programs available but with three well supported and staffed programs, greater emphasis could be placed on student recruitment, hiring highly qualified instructors and providing better learning facilities. This and CTA are just two examples of unneeded duplication within the Regent system. There are undoubtedly many others that could be considered. Basically, this is simply a way of asking individual institutions to do what they do well and focusing resources to get the largest impact possible at the least cost. Duplication reduction is possible at extremely high levels (see Base Realignment and Closure (BRAC) 2001).</p>
52	<p>I recommend that the number of undergraduate majors to budgeted FTE ratio and the number of undergraduate major graduates per year to budgeted FTE ratio be calculated for every degree program across the university. I believe these two statistics provide good indicator of the student demand for a degree program and the core budgetary efficiency of the program.</p>
53	<p>We agreed upon one principle that we feel should be adhered to throughout this process as well as several ideas about reducing costs. Guiding Principle The principle we think should be sacrosanct in budget reduction discussions concerns the central mission of the university: educating Kansans and producing research that is beneficial for the state, the country, and, indeed, the world. We thus think that every effort should be made to ensure that if any cuts are made to the academic side of the university (programs, faculty, etc), they should be balanced out by potentially greater cuts made to the various supporting and service bodies on campus. In this regard, a number of faculty noted what seems like rapid growth in the number and the variety of student services on campus, many of which were not present on university campuses a decade or two ago. We do not have specific information on the roles each of these varied service bodies play on campus, but it would seem that in a time of cut-backs some of these new bodies that are ancillary to the primary mission of the university should be reevaluated and potentially combined to avoid duplication.</p>
54	<p>The most important suggestion I can make is the following: 1. It is a documented fact that a low morale is more costly than high morale. 2. Low morale increases employee turnover and K-State at Salina has lost several key faculty members in the past few years. 3. Low morale can also impact enrollment, and the Salina College of Technology and Aviation has the largest declining enrollment when compared to other colleges. To determine if morale is low at Salina it might be useful to conduct a morale/climate survey, or invite an external consultant such as Rusty Andrews to the campus for one-on-one confidential interviews. This would establish a baseline for future assessment. It might also be useful to have a facilitated forum where everyone felt able to voice their opinions without suffering negative consequences if they said something not liked by someone in administration. There are many good ideas held by faculty and staff at Salina, but the process of bringing everyone together is missing.</p>

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55	<p>I would like to see the University create a separate department or status for online education classes and programs. I think this would streamline and focus the online delivery method and allow for more innovation. It is my belief, after taking online classes at other Universities and attending conferences related to online education, that our program is sub-standard to other University online programs. Other institutions have elevated the status of their online programs by creating faculty committees and student committees, and by having someone with the status of a Dean (or graduate school programs) with oversight of the online programs. This ensures a consistent marketing package that caters to the online student who has different needs than regular students, thus increased enrollment at a savings.</p>
57	<p>met to summarize these suggestions. I can provide you with a detailed report of responses, but the committee developed the following items as representative of the Departmental input.</p> <p><b>Suggestions for DCOP COST CUTTING WE BELIEVE WE COULD OFFER MORE PRODUCTIVE INPUT IF WE COULD REVIEW DETAILS OF THE BUDGET AS TO WHERE EXPENSES EXIST AND REVENUE IS GENERATED.</b></p> <p>1. Administrative offices should review staffing. There seems to have been a general increase in staff without a matching increase in demands for staff time.  2. The University should review energy conservation techniques. Waste seems rampant.      3. Administrative structure should be re-evaluated. KSU seems to be increasing the number of administrators in new positions without eliminating old positions or consolidating redundancy.      4. Has the library system modernized? Do we have excessive spending on outdated methods, number of people?  5. Parking services and motor pool should be re-evaluated. Are there excesses, can expensive duties such as painting the parking lots be done every several years instead of annually?  6. Are there maintenance practices that could be curtailed such as watering the grass?      7. KSU should offer faculty the option to develop innovative partial appointments (0.8, 0.7, 0.6 FTEs?)</p> <p><b>Suggestions for DCOP REVENUE INCREASE</b> 1. Development efforts should be focused. Are proper incentives in place to reward effort by</p>