

Phase 2 Ideas List as of 10/31/2017

Note: Some ideas span multiple categories

University Operations <i>(subcategories added to this category due to large number of ideas)</i>	
Shared Services/Centralization/Restructuring Opportunities	
1	Bring in training in management across organization to provide common structure for strategic plan and budgeting. Should include goals, measures, resourcing based on performances, needs and opportunities
2	Central recruitment support - reduce use of search firms and duplication of effort in individual departments
3	Centralize budget analysts
4	Co-locate executive offices and support
5	Combine all admin services
6	Combine departments
7	Consider a shared services model with other CSU's. Perhaps area like communications to alumni, donors, and students be managed across 3 or 4 CSU campuses rather than at each site. Other areas could be financial services, budgeting, back end admin work, etc.
8	Consolidate Housing cashier with Student Financial Services - can spread workload in SFS and possibly eliminate positions
9	Create support pools for efficiency (centralized travel, admin pools per building, etc.)
10	Consolidate housing and state facilities operations and staff
11	Consolidate housing and dining
12	Develop shared/collaborative office spaces - similar or connected programs can share staffing & supplies & equipment
13	Evaluate shared services opportunities, such as more centralized travel and a unified recruitment and enrollment strategy for all students.
14	Increased use of shared services model across campus through consolidation of widely used and similar functions such as financials, budgeting, event scheduling, conferences, etc. This will have the benefit increasing standardization of processes, creating singular points of review/approval, and reducing costs over time.
15	Every department needs someone who can manage and track a budget
16	Look at services that HSU provides and compare the number of people (staff and managers) to other campuses. Could we contract out the work to another campus or vice versa? Do we have departments of one and the one person is a MPP? Could we share one or more resources with other campuses and leverage the practice of virtual teams (telecommuting, web conferencing, etc. - We're saying that it's good enough for faculty and students, why not employees?)?
17	Shared services - web design, websites, financial management
18	Streamline administrative functions
19	Streamline the recruitment process and make it more consistent across departments and with similar positions: 1. Develop canned verbiage (ex. if HR knows up front that we cannot state that we want "X years of experience," then give us the appropriate language "several year of experience within the last Y years") 2. Have everyone use SharePoint search committee configured sites and have HR upload the documents-eliminate paper, makes information available to all committee members and hiring manager at the same time, minimizes the amount of sensitive information sitting around in unsecured areas and makes it easier to archive/delete information to be in compliance with policy, HR ensures that they include all of the appropriate documents and only the authorized people have access 3. Have HR fill out the application package matrix questions based on the job announcement so that the committee has something to start with 4. Have HR review all jobs within the same classification and develop job descriptions with common core qualifications, skills, etc.

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20	Restructure operations/shared services (HR, payroll, travel, budget, purchasing, etc.)
21	Mandatory print broker
22	Maximize use of existing campus-owned and department-owned vehicles before allowing purchase of a new vehicle. Consider shared use scenarios where appropriate. Revise the vehicle procurement process to include an analysis regarding stated need vs actual need and availability of existing vehicle stock to meet such.
	Process Improvement/Efficiency
23	All chargeback departments on campus should have the same web-based job tracking and chargeback software. Users (customers) could sign-in to see their job's progress and billing. Perhaps the monthly chargebacks could auto-upload into PeopleSoft? Or at least be consistent for Accounting to process (paperless). ITSPO has a current project: Replacement Maintenance & Facilities Management System ... could this be expanded to include MarCom? Telecomm? MarCom's system is outdated and based in Excel (Visual Basic), without any support. We are in need of a better system, and one that is pan-university seems most efficient (and less costly than each dept paying for their own system). Please contact me for more details.
24	ARF Forms - million emails for people who don't have access
25	Improve key card system to allow more efficient processing of requests and increased security. Current system is difficult to centrally manage and is out of date with current systems. Hundreds of keys are processed each semester including staff, students, and others requiring significant effort and time.
26	Consolidate all request processes (i.e. budget, ITS, facilities) into a single request process to save time, improve alignment, and provide end users with a one-stop process where they can ask for any resources needed to help accomplish their goals.
27	Combine the banking for the Advancement Foundation, Sponsored Programs and the Campus under Wells Fargo
28	Create a moratorium or, at least, a much more formalized and stringent request and review process for starting of new programs, purchasing of tools etc, until a clear strategic plan and implementation strategy is set. Then measure each new program / purchase against those goals and priorities, utilizing metrics to determine success.
29	Create a useful and searchable website: much information (like VPAA announcements) are labeled by number (i.e. VPAA 07-02) and not subject (requirements for syllabi.) All important documents should be labeled by name so that they are searchable online.
30	Default copiers to black/white and double sided
31	Develop a single request for resources (financial, human, equipment), approval, and prioritization process that would be used for large-scale, strategic efforts and a separate process for smaller, operations-type efforts. Also, purchase software that requires minimal IT resources after the initial implementation. For example, it shouldn't take over a year to move a process to the existing document management system just because IT doesn't have enough programmers.
32	Devise a more effective approach to implementing initiatives. Perhaps assign data, budget, and process staff to work alongside the project managers for our major initiatives
33	Electronic processes - timesheets, overtime/doc forms, more electronic signatures, electronic ProCard report
34	Electronic timesheets
35	Eliminate internal billings/chargebacks between departments

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36	Eliminate internal chargebacks/combine cost of doing business services - TNS, network, copy, shredding
37	Eliminate or greatly reduce chargeback / cost recovery processes.
38	Eliminate paper copies of items like HR job postings and Extended Education catalogs that are currently distributed to every department via campus mail. Use email instead and have centralized posting areas for those who are interested in this type of information.
39	Eliminate printing and postage costs for The Lumberjack, Osprey, job announcements, etc. by making people/departments who want hard copies to opt-in, otherwise they will get an email telling them when the latest issue is available.
40	Establish a zoom room campus resource for use by 1) individuals and 2) groups with quality equipment and tech support - use could reduce off-site travel to participate in meetings, trainings and save time
41	Examine redundancy of tasks, committees
42	Increase use of electronic signatures ... reduce campus mail
43	Institute a digital signature policy so that items like timesheets, check requests, and travel requests/claims can be submitted electronically either by email or through a web interface. (even being able to submit them by sharing on google docs would be great)
44	Institute an ongoing initiative for cost savings with a specified goal (e.g. 10% reduction etc.) with a defined methodology utilizing Lean principles and strategies. This will give focus to efficiency efforts and dedicate resources towards a specified goal
45	If you have to have a meeting: 1. Make it 25 or 50 minutes so that people can get to their next meeting on time 2. Respect peoples' time by starting and stopping on time 3. Distribute an agenda ahead of time so people know why they need to be in the meeting and can prepare 4. Stick to the agenda 5. Distribute the meeting notes so that people know what was discussed and what the action items are 6. ...and a variety of other ways to have effective and efficient meetings
46	Implement a no print preference policy for meeting materials through making projectors and laptops and rooms with av equipment more available and through campaigns to encourage that materials be sent electronically, reviewed electronically and only printed if truly necessary. Reduction in paper costs and waste can result.
47	Require consistent processes
48	Require that everyone use Google Calendar: 1. A good amount of people don't which makes it laborious to schedule/reschedule meetings 2. The sync application between Google Calendar and Outlook doesn't work and people either don't get meeting invitations or meeting updates which can lead to ineffective meetings because the right people aren't there
49	More CSU streamlined processes - everyone is recreating the wheel
50	No longer print agenda or meeting minutes
51	Student Assistants who work in multiple jobs on campus or mutiple pay rates in the same department have to submit multiple hand-written paper timesheets. I am hoping there is a simpler and more efficient process coming soon.
52	We really need an electronic signature process that is validated for all forms. The reliance on paper forms with wet signatures and scanning of documents is very wasteful.

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53	Revisit myHumboldt as an internal communication channel and intranet to make it the go-to source of campus student and employee information (too many channels, too much noise). It needs to have the capability to: post non-academic announcements to students; - deliver messages to select groups of people (ex. everyone-students and employees in Building A need to know that there is going to be fire alarm testing, people with parking permits need to know when to renew them, etc); organize the employee side like the student side where information/actions to be taken are well-grouped and easily accessed -etc.
54	When ITS receives ordered computer hardware, e.g. servers, sometimes large shipments sit for days in the Purchasing office in Van Matre Hall 2nd Floor waiting for someone from the Asset group to come over, and apply an Asset Tag. In the meanwhile, the boxes create a trip hazard to ITS Purchasing employees, cannot be moved by ITS System Administrators, and possibly create a fire marshal/OSHA violation. Would it be possible for the Asset Management group to leave a full sheet of Asset Tags with ITS Purchasing, so that an asset tag can be applied by authorized ITS staff without delay? The necessary Serial Number/location/applied tag number could then be transmitted to the Asset Management group via Email.
55	When the campus helps units with projects designed to increase efficiency - like process changes, space updates, etc. - the campus should realize some of the fiscal savings. Maybe the estimated savings are split in half
	Personnel Management
56	Eliminate AVP positions where administrator/Dean/director duplication exists
57	Evaluate position descriptions to ensure they are more clearly defined and aligned with the duties which are needed of the position. This may lead to refined assignments and an increase in efficiency; we need to find a way to let go of some of the things we continue to do simply because we always have and determine clearly whether or not those things are still needed. If not, such will "free up" existing time to work on other needs resulting in a more efficient workforce.
58	Establish a campus goal to reduce costs of personnel from 83% to 80% of total budget. This would help with the oft-heard complaint that staff don't have the resources they need to be effective
59	Cut the number of vice-presidents in half. There has been a proliferation of these positions in the last few years and they earn large salaries while mostly just making extra work for others. We do need administrators, of course, but could do with many fewer at large cost savings. The funds liberated could be used to hire faculty and staff to more directly enhance student success.
60	Reduce the salaries of Deans, AVPs, VPs, President by 15%
61	Restructure University Center director structure to create greater efficiency.
62	More working managers/fewer MPPs
63	Reduce layers of management, especially with vacancies. i.e. AVP of Enrollment Managementt and Director of Enrollment - are both needed?
64	reduce administrative bloat.
65	Cap admin salaries at \$120k
66	Evaluate vacant positions on a quarterly basis and determine, in collaboration with the Division, the amount of salary/benefit savings which could be "swept" as a University wide savings. Put savings in the University reserve and distribute for one time (if reserves are at appropriate levels) projects/initiatives based on University priorities.
67	Reduce number of employees in long run
68	Moratorium on new hiring

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69	Process improvement to decrease amount of labor needed (e.g. combine department ASCs by reducing inefficient processes)
70	Review proposals for non-faculty positions one time per year (currently a rolling process) similar to review of new tenure-track faculty positions
71	Set institutional ratios for staffing to provide a guide for staffing needs and personnel decisions. Leverage ratios to monitor/eliminate unsustainable personnel growth.
72	All unfilled position savings swept to the University level
	Travel
73	Travel changes - provide training to spread knowledge upon return, reduce use of rental cars (after flying to location), increase use of zoom, reduce number of people attending from same area - have 1-2 attend and bring back information
74	Trips to Chancellor's Office vs. online meetings
75	More webinars and fewer conferences
76	Reduce travel
77	Look at how much is spent on travel
78	Reduce travel; online meetings where possible
79	Reduce administrator travel - admin travel costs more and is more frequent
80	How might recruitment costs be reduced? Less travel? Less costly meals? Negotiate a discounted rate at an acceptable local hotel that everyone uses? When is the use of a search firm cost effective and how does HSU negotiate the best rate?
81	I suggest cutting back on travel to conferences and meetings by administrators and managers. We should utilize existing technology to participate in meetings. The savings would be substantial and immediate.
	Other (non personnel/travel)
82	Bulk purchasing of supplies, food, etc.
83	Evaluate opportunities to lease campus space and facilities to external users
84	Investigate potential for cost savings via bulk purchasing university-wide or across multiple departments, e.g. common office supplies, furniture, equipment, subscriptions for multiple offices. Assign someone to negotiate competitive contractual services rather than an individual office handling it case by case when the infrequent need arises...or is this already happening?
85	Moratorium on software purchases until we have a strategy in place for how we better leverage existing software, retire old and/or redundant software, and develop a campus-wide process for purchasing new software.
86	Reduce catering for staff/faculty events
87	Reduce consultants - better evaluate cost/benefit
88	Reduce number of transactions processed in accounting by changing billings to be quarterly or annual instead of monthly where possible.
89	Reduce or stop committees, departments, etc. that don't provide value - need performance measures to do this well
90	Relocation expenses not equitable between administrators and staff
91	Subscriptions/memberships - single, institutional vs. individual dept
92	We don't need to order catering ALL the time
	Ancillary, Self-Support, & Auxiliary
93	Allocate real costs to self-supports

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94	Aquatic Center - get entrepreneurial
95	Close Children's Center and partner for childcare services
96	Close the Art Gallery
97	Close the Natural History Museum
98	Consolidate auxiliary organizations
99	Cut the football program
100	Demand cost+ on research
101	Eliminate Athletics
102	Eliminate duplication of services for state, auxiliary, and self-support units
103	Eliminate the football program
104	Have self-supports and auxiliaries (e.g. Housing and UC) give more support to the state
105	Make KHSU self-support
106	Outsource IELI
107	Outsource parking
108	Rationalize lease agreements with UC
109	Reduce or eliminate state subsidies for self-support activities.
110	Sell the Coral Sea
111	Universities are founded for learning. Reducing the huge proportion of money spent on the football team and other athletic events, and using that money for department budgets would free up huge sums of money that benefit a much larger proportion of students.

Enrollment Management

112	Clearer and simpler pathway for HSU students to be matriculated at CR and be aware of CR course offerings. Clearer information on CR course offerings that articulate to chronic "bottleneck" courses at HSU. Has HSU done all it can to allow CR to offer such articulated F2F courses in Arcata, to save students from the problem of not being able to leave campus during the day to take a CR course at the main CR campus? In other words, can we arrange for CR to offer more CR courses in Arcata? Presumably, if CR and HSU specifically collaborated on LD course offerings, then both campuses could do a better job with resource allocation and meeting these students' needs for progression towards degree. By outsourcing some of our LD high-demand courses to CR, HSU could potentially save money and help resolve our structural deficit.
113	Consider dropping or limiting WUE
114	Increase number of domestic out of state students
115	Increase number of international students

Information Technology

116	Eliminate data warehouse
117	Reimagine ITS project office
118	Restructure ITS
119	Switch from current phone system to voice over IP. We should be able to analyze the payback period based on our costs to run our current system versus costs to implement new system including emergency power back up. Both systems have pros/cons and I know there has been some discussion both on campus and in the CSU
120	Internal phone service - is there a way to just communicate by extensions on campus and only have the depts have outside phone lines
121	Make phone/network lines a cost of doing business like PG & E

Instruction/Academic Colleges

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122	Build programs that work in 4 years for students
123	Consolidate small departments (academic and administrative and share academic support staff)
124	Cut degrees/programs
125	Decrease average number of units taken in some disciplines to be in line with the system averages. Decreasing average units per student will free up seats in classes, shorten time to degree, and save money in the long term.
126	Eliminate complexity of paths to graduation - Why? 1) higher graduation rates, 2) greater efficiency (less admin), 3) lower costs/higher productivity of professors guidance
127	Eliminate one academic college
128	Find savings by reforming GE or making changes to how our academic programs are structured
129	For non-service departments, how many majors in a program is too small? What are the criteria for a viable program?
130	Grow summer session
131	<p>Problem Statement: HSU currently over-recruits students for programs that are costlier or oversubscribed (where facility and instructional equipment resources are limited) thereby further straining the limited fiscal and personnel resources available at HSU.</p> <p>Problem Opportunity & Strategy: To enhance alignment between recruitment and right-sizing/right-mixture of programs, change from the current funding model for academic colleges to that of a cost center, where each of the three academic colleges will be provided recruitment targets and associated budgets.</p> <p>This requires Enrollment Management (EM) working more closely with colleges and departments and will minimize over-recruitment of majors that are costlier or oversubscribed. Through establishing partnerships with a more limited mix of schools and community colleges, the recruiters and faculty are likely to develop stronger relations and likely increase the yield rate.</p> <p>This will allow growth of programs that are more cost effective while slowing down the growth of the costlier or oversubscribed programs.</p> <p>The budget allocation for the cost centers can be based on a combination of FTES and major HC (for example, 50%) combined with retention and non-repeat rates (50%). This process can be phased in over 4-6 years, to allow gradual shifting of program mixture.</p> <p>When colleges are responsible for the number of recruits, then they will work more closely with EM to prevent over or under recruitment of students, and budgeted accordingly.</p>
132	Recruit and grow inexpensive majors
133	Reduce the number of tenure faculty
134	Right size academic programs based on a cost per student ROI calculation balancing net positive, net neutral, and net negative enrollment across academic areas.
135	Simplify the academic programs to make advising simple for students
136	Specialize in more vocational programs
137	Streamlining and simplifying requirements for graduation/curricular reform

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138	Take a look at benefit costs for part-time lecturers. Maybe we can't afford to have so many of our lecturers teaching quite so many classes. Commit to spending 75% of savings to add tenure and tenure-track faculty
139	Think about jobs in the future (10-20 years)
140	With declining enrollment, there seem to not be savings in instruction; however, if/when enrollment increases it is the first thing that gets increased. Maybe less tenure faculty?
Student Services	
141	Combine financial aid and student financial services for one-stop student financial support - better student support and cost savings
142	Eliminate sport clubs
143	Ensure that our Health Center is taking advantage of the new federal requirement that students have health insurance. Bill for insurance reimbursement when possible
144	Establish a campus goal to add 500 10-hour-week student jobs over the next two years. This would do a few things: provide more students with resources to stay in school, help connect more students to campus services, and connect more staff directly with students
145	Expand skills and ability to use predictive data to identify at risk students, scheduling, as well as for targeting potential donors, alumni and the like. Bolster a central data team that contains both technical as well as analytical and marketing related functions for use by advancement, student affairs, and others.
146	Group advising sessions between faculty/staff advisors and students by major to remove advising holds. Drastically reduces time and effort in individualized advising meetings which usually take 15 minutes per student and more time to schedule. With the savings in time, offer additional office hours for special advising cases or those who were unable to attend group sessions. Also frees up time for advisors to offer advising workshops prior to deadlines to help students plan ahead.
147	Make it easy for people to be known by their chosen name and for others to find them: 1. Instead of using PeopleSoft HCM to let people enter their chosen name (like other CSUs do), a person is subjected to having their given name called out in class or the office (especially for things like class rosters that are in PeopleSoft)-not good for transgender people and they have to go to multiple entities (not a documented process) and have them update their individual systems-again, not great if the person has issues with their given name 2. Automatically list peoples' departments/majors with their names in the email and other systems. There are too many people with the same names. The process today requires that each individual makes a request to IT and not everyone does.
148	Merge CEEGE registrar and state-side registrar
149	Merge CIP admissions with admissions
150	One-stop shop for financial aid, student financial services, registrar - more customer friendly - reduce positions
151	Restructure Enrollment Management
152	Combine AS, clubs and YES - could share space, utilities, supplies, student staff, etc.
153	Consolidate student programming activities - extending the infrastructure
154	Utilize existing staff member along with students and faculty to serve in the role of student mentors by allowing 5-10% time for those who wish to be student mentors to engage with a group of students who are targeted for increased mentorship. This will increase potential for student retention and graduation while further engaging staff members with the mission of the university and not require further hiring of personnel for mentoring