



Budget Feedback Survey – Constituency Report
Prepared by Tom Grogan and Jim Simmons – March 31, 2009

The state of Wisconsin is now involved in the review of the Governor’s 2009-2011 biennial state budget (now pending before the legislature’s Joint Committee on Finance). As part of the ongoing review and development process at UW Oshkosh, the campus community was afforded an opportunity to provide input and advice through 11 open-ended questions¹. Responses were collected during the period March 2-24, 2009. During this period 472 respondents provided partial responses to the questions; 381 respondents completed the survey in its entirety.

That question sought identification of respondents into the categories (the numbers represent the survey tally total as reflected in the database):

1. enrolled student -	48 respondents (14%)
2. faculty member -	73 respondents (22%)
3. instructional academic staff member -	17 respondents (5%)
4. professional academic staff member -	54 respondents (16%)
5. classified staff member -	36 respondents (11%)
6. UW Oshkosh graduate (alumna/alumnus) -	89 respondents (27%)
7. other (e.g., member of the public at large) -	18 respondents (5%)
Subtotal	335 respondents (100%)
8. <i>skipped question</i> -	<i>137 respondents</i>
Total participation	472 respondents

UW Oshkosh Budget Perspectives – Access Link for Complete Survey Results

All responses that were received are accessible at the following site, with the annotation that the following items were redacted from the database: personal names (12 instances), telephone number (1 instance), and expletive (one instance).

http://www.surveymonkey.com/sr.aspx?sm=GPYKvX2pInPfnNnLBip5AH_2bIS0u9nAEG0FhIKa_2fj8_2bs_3d

¹ After the first 30 responses were collected during the first 24-hour period the survey was open, an additional demographic question added as the 12th item.

**Survey Page 1. Confidential Opinion
Questionnaire - Campus Views**

This is a confidential opportunity to provide constructive criticism. You can submit this information anonymously (IP tacking has been turned off on the survey collector), but we will analyze results and share findings with the UW Oshkosh community. The survey will close at 4:30 p.m., Tuesday, March 24, 2009. The state has a \$5 billion plus projected shortfall for the 2009-2011 biennial state budget. To address this structural budget deficit, the UW System is required to cut up to \$174 million in funding over two years. UW Oshkosh has established a set of budget development criteria that have guided us in previous budget planning scenarios. They are:

- Budget for activities that are central to the mission, add value, or are required.
- Protect the direct instructional undergraduate and graduate teaching mission.
- Protect the integrity of services supporting the central university mission.
- Continue a commitment to the strategic plan and university priorities.
- Value employees and abide by contracts, policies and established procedures.

1. Are the above-listed budget development criteria appropriate?

Students – 40 responses

Yes – 29

Comments

- “I would rather have great teachers and class options than any of the side programs that this campus offers.”
- “Focus on classes and GOOD professors and don’t worry about extra staff on campus that eats money.”
- “Sounds like a lot of administration bull ... their ideas, not plans.”
- “I don’t see any mention about the students.”

Faculty – 69 responses

Yes – 47

Yes with Qualifications – 11

Yes with Reservations – 11

No - 0

Comments

- Too general
- Subject to interpretation
- Conflict between criteria
- Wrong priority order
- Perhaps the strategic plan and priorities need to be re-examined in light of current conditions.

Instructional Academic Staff – 17 responses

Yes – 14

Yes with Qualifications – 3

No – 0

Comments

- Vague
- Too Broad

Professional Academic Staff – 49 responses

Yes – 37

Yes with Qualifications – 7

Yes with Reservations – 2

No - 1

Comments

- No – Strategic planning may have to be scaled back; it is more important to keep employees employed for morale
- Wisconsin Idea
- Academic Mission
- New construction should be placed on hold

Classified Staff – 32 responses

Yes – 31

Yes with Reservation – 1

Comments

- “I have valued the way in which staff have been able to remain in positions.”

Graduate (Alumni) – 85 responses

Yes – 70

Yes with Qualifications – 9

Yes with Reservations – 3

No with Qualifications – 2

No – 1

Comments

- Vague – should be more specific – 2 comments
- Continue with strategic planning, but realize growth not necessarily mandated
- Universities are government – no guarantees in private sector – don’t become slave to entitlement mentality
- Protecting integrity of support services can be misleading – must consider how tasks could be performed; make fiscally responsible reductions

Other Public at Large – 16 responses

Yes – 11

Comments

- Cut athletics
- Are administrators paid too much?

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2. Are we missing any important criteria?

Students – 38 responses

No – 15

Comments

- Student financial aid/scholarships - Keeping tuition low – 9
- Diversity - 2
- Course availability/scheduling
- Student support services
- Student recruitment
- Reduce costs/spending
- Focus on academic core – not extras
- “Not that I can tell. But you are neglecting the fact that this criteria seems to keep everything it has had in the past and nothing is getting ‘trimmed.’”
- “Assure that college remains affordable for economically disadvantaged students.”

Faculty – 61 responses

No – 19

No with Qualifications – 3

Yes – 34

Comments

- Research – scholarship – publication – faculty development – 17
- Facilities
- Liberal Arts education
- Student Assistance
- Library
- Diversity
- Other comments: cut bureaucracy, sustainability important, reduce energy costs, cut some programs

Instructional Academic Staff – 15 responses

No – 7

No with Qualifications – 3

Yes – 2

Comments

- Student activities are crucial for balanced education
- Infrastructure maintenance
- Don’t overlook efficiency

Professional Academic Staff – 40 responses

No - 22

No with Qualifications – 13

Yes - 3

Classified Staff – 26 responses

No – 20

Comments

- Research and scholarly activities
- Safety and security
- Diversity
- Need to recognize need for cuts

Graduate (Alumni) – 75 responses

No – 44

Comments

- Protect students – affordable tuition – 5 comments
- Eliminate unnecessary programs/activities
- Sustainability approach is wise
- Explore revenue generation
- Endowment fund
- Don’t hold the taxpayer hostage by raising taxes
- Cut back on administration – pay attention to salaries and workload
- Expand public-private partnerships
- Think strategically about positioning the university for the future
- Maintain quality and diversity

Other Public at Large – 12 responses

No – 7

Comments

- Regional role – economic development
- Keeping enrollment steady – or increasing
- Students
- Don’t pass costs on to students

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Survey Page 2. Campus Priorities

3. In the past, we have protected such priorities as: (1) direct instruction, (2) student academic support, and (3) campus safety. What should we protect as our top three highest priorities?

Students – 44 responses

Yes – 13

Comments

- Student tuition – financial aid – 4
- Quality faculty – 2
- Course offerings and academic programs – 2
- Distance education
- Student value – graduation – 2
- Access to service
- Quality of life - facilities
- Need police/security force?
- Student development
- Faculty development
- Technology
- Class size
- Do more students services online
- “Does UW-Oshkosh really need a full time police department and CSO’s?”

Faculty – 69 responses

Yes – 19

No – 8

No Response – 37

Comments

- Research and scholarship – 15
- Salaries/benefits – 5
- Recruit/Retain/Develop – 5
- Technology/Library – 4
- Facilities Maintenance – 3
- Direct instruction should be by faculty – several comments

- Administrative Reductions – 1
- Safety Generally suggested as LOWER priority
- Direct instruction should be by faculty

Instructional Academic Staff – 15 responses

Some variation in ranking order ... other factors identified include:

Comments

- Quality of instruction
- Financial aid - Affordable tuition – 2 comments
- Question whether campus safety should be viewed as a cost of operation (like heating)

Professional Academic Staff – 48 responses

Same – 22

Classified Staff – 28 responses

Same ranking – 13

Comments

- Student academic support – student services – 2
- Classified staff are important – 2
- Direct instruction is key
- Job security
- Technology training
- Student financial support

Graduate (Alumni) – 87 responses

Same ranking – 40 comments

Comments

- Change ranking order – 12 comments
- Access/Affordability – 7 comments
- Maintenance/Infrastructure – 4 comments
- Quality of life – 3 comments
- Integrity/Standards – 2 comments
- Graduation – 2 comments
- Community Engagement – 2 comments
- Technology – 1 comment

Other Public at Large – 14 responses

Same – 6

Comments

- Student recruitment and retention - 2
- Deliver required courses
- Eliminate wasteful spending
- Revenue-generating programs

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4. How much of a priority is maintaining existing enrollments?

Students – 43 responses

High – 22
Medium – 4
Low – 3

Comments

- Focus on affordability
- Eliminate student loans: “What is the point of providing a student an education if they are just financially imprisoning themselves in the process of doing so...?”
- Most important to get a quality education; everything else is secondary
- While we talk about continued growth and diversity, we may be better off maintaining students and programs already here.

Faculty – 71 responses

High – 33
High with Qualifications – 14
Low – 11
No – Reduce – 16

Comments

- Keep if quality can be maintained
- Reduce if insufficient resources
- Maintain current enrollments & class sizes
- Reduce if increased burden or if quality
- Higher retention with fewer/better students
- “Given the demographic shift we are about to undergo, it would seem logical that rather than enter into an all our battle for a shrinking pool, we should make adjustments, while still accounting for the increased demand within the shrinking population.”

Instructional Academic Staff – 17 responses

Yes – 4
Yes with Qualifications – 14

No with Qualifications – 4

No – Reduce – 3

Comments

- We must protect the integrity of our degree
- Quality of education is important
- Maintain programs with increasing enrollment; cut struggling programs

Professional Academic Staff – 50 responses

High – 24
Medium – 3
Reduce – 2

Comments

- Unclear: speaking or recruitment or retention, or both?
- Do we always have to go higher than last year? More students is not always better.
- Accessibility ties in with affordability.

Classified Staff – 32 responses

Very high priority – 18

Comments

- Be sensitive to tuition – 2
- Manage enrollment effectively
- Maintain quality

Graduate (Alumni) – 88 responses

High priority – 26
Low priority – 9

Comments

- Maintaining quality – 4 comments
- Concerns with costs to students – 2 comments
- Concern over unqualified students – 2 comments

Other Public at Large - 16 responses

High – 4
Important – 5
Low – 3

Comments

- Quality over quantity
- Reduce non-resident

5. How much of a priority is completing this year's Growth Agenda faculty searches?

Students – 42 responses

High priority – 9

Medium priority - 2

Low priority - 9

Don't know - 9

Comments

- Scale back – put on hold – now is not the time
- Fill existing vacancies
- Class size is an important factor when choosing a college
- Continue to pursue long-term goals – don't sacrifice to meet budget deficits
- “Many glasses go unoffered because there is no one qualified to teach them.”

Faculty – 71 responses

Top priority – 17

High priority – 16

Moderate priority – 16

Low Priority – 14

No Priority – 7

Comments

- Ranged from “critical for our department” to “we probably should consider making cuts here.”
- “Important, but maintaining existing programs is vital.”
- “It's a high priority, but needs to focus on faculty searches rather than finding academic staff to replace faculty. At the same time every faculty position needs to contain an essential and significant element dedicated to direct teaching.”
- “Student/instructor ratios have a huge impact on student morale.”
- “I am more concerned about core faculty than the growth agenda.”

Instructional Academic Staff – 17 responses

Top priority – 0

High priority – 14

Moderate priority – 4

Low Priority – 5

No Priority – 3

Comments

- Maintain quality
- Revisit the Growth Agenda priorities
- Important only in understaffed departments
- Don't initiate any more searches

Professional Academic Staff – 50 responses

High Priority – 11

Medium Priority – 3

Low or Lower Priority – 9

Classified Staff – 29 responses

High Priority – 4

Medium Priority – 2

Low/no priority – 4

Comments

- Slow down or prioritize searches – 3
- Questions timing/need for expansion – 4

Graduate (Alumni) – 85 responses

High Priority – 8

Medium Priority – 5

Low Priority – 12

Unsure or Don't Know – 15

Lower now than the past – 3

Other Public at Large - 15 responses

High Priority – 1

Medium Priority – 2

Low Priority – 4

Comments

- Shrink - Scale back - 3
 - Limited to important programs
 - Hire good faculty – instructional academic staff
- 2

Survey Page 3. Budget Context

The impact of large budget reductions will undoubtedly result in fewer class sections, larger class sizes, reduced student services, and across-the-board cuts.

6. What suggestions do you have to help us reduce the negative impacts of the types listed above?

Students – 44 responses

Comments

- Reduce salaries - 2
- Reduce sports and clubs – 2
- More student involvement
- Fewer class selections
- Small class sizes
- Alternative delivery – hybrid, online
- Larger class sizes a tradeoff for lower tuition
- Increase number pit classes
- Provide seminars to help faculty teach large classes
- Eliminate low enrollment classes
- Use teaching assistants
- Don't cut online courses
- Cut back expenses – fitness center
- Energy conservation
- Prioritize student services
- Ensure timely access to upper-level courses
- Stop new building construction
- Raise parking rates
- Review usage/demand department-wide basis
- Fewer administrative and organizational structures – more teaching
- Ensure enrollment matches room size

- Reduce administrative costs
- Collaborate with other higher education institutions – transfer credits
- Reduce housing costs
- Eliminate university police – city
- Cuts don't matter – quality does
- Make University more open to community (pool & fitness center)

Faculty – 62 responses

Comments

- Larger class sizes – 6 comments
- Retrain/reward instructors with large class sizes – 5 comments
- Modify majors/reduce credits to degree – 4 comments
- Cut non-instructional – 4 comments
- Consolidate/eliminate/restructure low performing programs – 4 comments
- End curriculum modifications – 4 comments
- Eliminate low-enrollment classes – 3 comments
- Consolidate academic programs – reduce program duplication – 3 comments
- Eliminate low-enrollment classes – 2 comments
- End 5-year teaching degree – 2 comments
- Streamline procedures/clarify requirements – 2 comments
- Cut sports – administration – library – student services – writing center – 2 comments
- Technology – clickers, pod casts, online – 2 comments
- Support grant writing
- Reduce paperwork
- Increase lab fees and costs
- Clarify degree path for students
- Reduce staff and maintain faculty
- Adjust tenure/promotion expectations
- Combine class sections
- Cuts sports and administration/student support services, department PA's and writing center

- End load mods
- End 9 credit load – require more sections
- Reduce enrollments
- Revise expectations in majors
- Support external grant writing
- Reduce committee and paperwork
- Reduce lab exercises
- Fees to offset laboratory costs
- Reward better teachers in large classes
- Suspend merit evaluations
- Adjust down tenure/promotion expectations
- Increase tuition for credits over 130

Instructional Academic Staff – 17 responses

Comments

- Higher teaching load – end release – 3 comments
- Increase class size – 2 comments
- Involve faculty/staff in conversations
- Get ideas from students and families
- Raise tuition
- Technology
- More spring classes
- Quality instructors in large classes
- Improved efficiency
- Review curriculum in all programs – streamline and eliminate unnecessary

Professional Academic Staff – 46 responses

Comments

- Larger class sizes – larger teaching load – 5
- Transparency/improved communication – 3
- Selective cuts – not across the board - 3
- Better use of technology - Hybrid online classes - 3
- Review program costs – focus on essentials – 2
- Do not increase enrollment – 2
- Combine services - more internal and external collaboration – 2
- Raise tuition
- Encourage creative thinking

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- More responsibilities for graduate assistants
- Don't cut student services
- Flexibility with transfer credit
- Engage students
- Cut back on meetings times and committee work
- Decrease program duplication (within UW System)
- Better align courses with graduation requirements
- Campus schedule during breaks
- Textbook rental
- Review facility usage
- Expand use of technology
- Increase teaching load – 2
- Increase tuition – 2
- Cut administration – 2
- Drop low priority majors – 2
- Engage employees – 2
- Reduce faculty – 1
- External revenue – 1
- Improve advising – 1

Classified Staff – 27 responses

Comments

- Inform students about budget constraints – 4
- More online classes – technology – 2
- Increase teaching load – larger classes – 2
- Design buildings for larger class sizes
- Keep staff to maintain buildings
- Hiring freeze
- Be sensitive to costs to students
- Better staff training – efficiency
- Cross-list more courses (reduce academic requirements)
- Consolidate courses
- Earlier classes
- Keep all parties informed/involved
- Close facilities during breaks
- Use stimulus funding to hire workers

Graduate (Alumni) – 80 responses

Comments

- Larger class sizes – 13
- Online classes – 7
- Use teaching academic staff/adjuncts – 7
- Fewer class selections – 5
- Provide information on choices; get feedback – 3
- Renegotiate contracts – 3
- Reductions in programs/services – 3
- Reduce enrollment – 2

Other Public at Large – 15 responses

Comments

- Freeze administrative salaries - 2
- More transparency and improved communication - 2
- Office hours
- No across the board cuts
- Eliminate duplicate spending
- Cut athletics
- Cut filler classes
- More online classes
- Survey students to plan MBA courses
- Scholarships – grants

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7. We will do our best to avoid layoffs. Do you have any ideas on how we can work together to make sure we provide key services?

Students – 38 responses

Comments

- Reduce hours – flexible scheduling – 2
- Reduce wages – Collaboration – 2
- Education first; services second – 2
- Eliminate student services not valued/supported by students – collect data – 2
- Cut unnecessary areas
- 4-day week
- Reduce non-academic and support staff
- Ensure access to upper-level courses
- Keep key positions
- Students may pay for some services
- Ask students – get opinions
- Reduce layers of management
- Eliminate unnecessary student services
- Freeze pay

Faculty – 54 responses

Comments

- Reduce-eliminate-automate services – 3 comments
- Hiring freeze – 3 comments
- Increase teaching loads – 3 comments
- Reduce administrative positions – 3 comments
- Reduce campus police/security – 2 comments
- Administrators pick up teaching
- Job sharing
- Cross-campus collaboration – sharing
- Increase instructional academic staff
- 4-day class schedule w/o Friday
- Classified staff should not take vacations during high-traffic times
- Cut integrated marketing

Instructional Academic Staff – 17 responses

Comments

- Offer fractional appointments – job sharing – 2 comments
- Review teaching assignments and dept. budgets
- Focus on Students
- Look at class schedule – four days – night classes
- Hiring freeze
- Across the board pay cut v. layoffs
- Cross training
- Energy conservation; scheduling issues
- Unionization

Professional Academic Staff – 48 responses

Comments

- Better communication/collaboration - Involve people in decisions – 5
- Reduce hours – furlough – 4
- Energy conservation – shut down during breaks - 3
- Identify key services - Prioritize services – 3
- Job sharing – flex schedules – 2
- Pursue efficiency – 2
- Focus on meeting student needs – 2
- Better use of technology
- Combine areas with similar functions
- Stop new building
- Hire more students
- Look to retirements/resignations
- Review positions

Classified Staff – 29 responses

Comments

- Reassign employees – job sharing – cross training – 3
- Close campus during breaks – 4 day week – 3
- Freeze mid-level positions – 2
- Make sure employees fully utilized – 2

- Unpaid furloughs – 2
- Solicit cost saving ideas at department level
- Delay new building projects
- Reduce number of personal printers – centralize copies, fax, scanner

Graduate (Alumni) – 79 responses

Comments

- Program reductions – 9
- Salary freeze/cuts – 8
- Cut low-performers – 4
- Volunteers – 4
- Combine positions – 4
- Increase tuition/fees – 4
- Lay-offs – 3
- Reduce work week – 2
- Increase workload – 2
- Furloughs – 1

Other Public at Large - 13 responses

Comments

- Efficiency
- Better academic planning
- 4-day week
- Building hours
- Cut athletics
- Across the board cuts
- Cross-training
- Keep everyone informed
- Freeze high pay wages
- Collaborate with other educational institutions

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Survey Page 4. Communications and Coordination

Our budget planning communication process includes sending to all employees memos and updates on the Governor's budget as it moves through the legislative process. We also hold open budget forums and meet with governance groups and UPLAN to provide information and to seek input on our campus budgetary actions and priorities.

8. What other ways can you recommend for the University to better inform and engage the campus community on its budgetary actions and priorities?

Students – 40 responses

Comments

- Emails are good – simplify message
- Posters to inform the campus – bulletin boards/residence halls – 3
- Email updates
- Surveys are good
- Invite students to meetings
- Host campus-wide discussions
- Invite guest speakers and legislators to campus
- Encourage faculty to discuss budget issues in class
- Show budget reduction scenarios
- Actively involve students
- Up-to-date website rather than random email updates
- Prioritize programs/services

Faculty – 58 comments

None – 27

Comments

- Liked the survey, updates and communications – 7 comments
- Provide specific information not generalities – 5 comments
- Meetings with individual departments – 3 comments
- College/Committee Meetings/Dean involvement – 3 comments
- Chancellor host informal breakfasts
- Improved coverage in AT and in Oshkosh Northwestern
- Create budget website
- D2L website?
- Use email and ask for help

Instructional Academic Staff – 15 comments

None – 10

Comments

- Administration is doing a good job – 3 comments
- Survey a good tool – 2 comments
- Greater clarity explaining specifics – 2 comments
- Emails best for updates

Professional Academic Staff – 44 responses

Comments

- Status quo working well – 11
- Email – 4
- more flexibility with forum scheduling – perhaps hold by division/department - 2
- dynamic webpage - post information regularly - 2
- cut down the length of the chancellor's communications – too much detail – more focused – 2
- hold regular informational meetings with faculty and staff

- give early warning of need for cuts
- D2L groups
- Clearly explain concepts/choices

Classified Staff – 30 responses

Working well – 11

Comments

- Reduce wasteful spending - 2
- Give information/options/choices
- Email
- Hold forums at times when staff can attend
- Don't be so secretive
- Give departments a range of cuts
- Podcast the budget forum
- Solicit suggestions for cuts/cost savings
- Talk to students, faculty and staff

Graduate (Alumni) – 80 responses

None – 6

Don't Know – 5

Comments

- Email – 12
- Town Hall meetings – 6
- Blogs – 3

Other Public at Large - 13 responses

Comments

- Blog – 2
- Website
- Email
- Posters
- More surveys
- Focus group
- Cut athletics

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Survey Page 5. Tuition and Costs

The Governor's budget preserves affordability and access by freezing tuition increases for students of families earning less than \$60,000. The median family income in 2006 (estimated) for all Wisconsin ACT test takers is \$59,000.

9. What suggestions do you have for additional ways to minimize costs for our students?

Students – 43 responses

Comments

- Textbooks Costs – Rental – 11
- Scholarships – grants – financial aid – 2
- Don't build new building – 3
- Housing options
- Special fees and costs
- Activities and events cut

Faculty – 55 responses

Comments

- Textbooks – less expensive – use older editions – 16
- None – 7
- Raise taxes – sensitive to tuition-fees – 6
- Food contract – rebid – 3
- Fees – auxiliary costs – 2
- Housing options – 2
- Online resources/courses – 2
- Suspend athletics/wellness center – 2
- Change student behavior (credit load, shopping, cars, cell phones, etc.) – 2
- Travel
- Improve advising

- Eliminate bad instructors
- Reduce credits-to-degree
- Better course scheduling
- Transfer credits
- Minimize material costs (paper, heating, electrical, etc.)

Instructional Academic Staff – 16 responses

Comments

- Textbooks – rental – less expensive – online options – 5
- Options – dining and housing – 2
- Reduce credits to degree
- Urge conservation of resources
- Look at food and parking costs for students

Professional Academic Staff – 43 responses

Comments

- Books – Textbooks – 15
- Financial aid – 3
- Food costs – meal plan – 2
- Academic requirements – 2
- Extracurricular costs
- Athletics
- Scholarships and endowment
- Construction – new building
- Evaluate differential tuition
- Reduce paperwork; improve processes

Classified Staff – 25 responses

Comments

- Books – Textbook rental – 12
- More online courses – 4
- Financial aid – 3
- Don't cut student jobs
- Credit for prior learning
- Cut athletics

Graduate (Alumni) – 77 responses

Comments

- Book rentals – 10
- Means tested tuition/fees – 6
- Work study – 6
- Freeze tuition/fees – 5
- Cut utilities/food/services – 4
- Cut low enrollment majors – 3
- Cut non-essentials/reduce wasteful spending – 2
- Volunteer work – 2
- Pursue grants/stimulus funds – 2
- Bulk purchasing
- Reduce athletics
- Cut administrative salaries

Other Public at Large – 16 responses

Comments

- Textbook costs – rental – 2
- Reconsider Titan Dollar program
- Review curriculum; encourage interdisciplinary
- Cap Fees (parking Seg fees)
- Reduce time to degree
- Easier access to scholarships and grants
- Use students to provide services

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10. What recommendations do you have on how we can increase our operational efficiency?

Students – 32 responses

Comments

- Go Green - Eliminate paper – restrict printing in labs – sustainability - 4
- Consolidate offices/functions -2
- Online courses – hybrid courses – 2
- Listen to student evaluations
- Eliminate redundancies
- Evaluate and make changes
- Restructure general education
- Get volunteer help
- Cut building projects
- Eliminate services – police, health center and equity and diversity
- “Why have Titan Web if I still have to go to the department to enroll?”
- “Stop trying to BS us into following your line of thinking by spending hours carefully constructing a very biased survey and instead spend your time helping out to fill the vacancies left by not actively hiring for non-tenure positions.”
- “Unless we can automate more of the procedures and cross-train more staff so there is less specialization, greater efficiency would require wholesale institutional changes.”
- “Keep up with the sustainability plan. Look at ways to improve that further to maximize cost savings.”

Faculty – 53 comments

None – 14

Comments

- Facilities – electricity – HVAC – conservation – 11 comments
- Reduce administrative positions – 9 comments

- Reduce reports/projects – 3 comments
- Use faculty for administrative services – 3 comments
- Reduce student services – 2 comments
- Cross-training, consolidation – 2 comments
- Suggestion awards
- Employ student tutors
- Cut summer school
- Eliminate environmental efficiency expert
- Cut secretarial staff
- Productivity benchmarks

Instructional Academic Staff – 16 responses

Comments

- Reduce waste and administrative overhead – 4
- Be creative with S&E budgets; Purchase used/surplus supplies - 2
- Review Division of Academic Support
- More departmental autonomy
- Review building usage – heating and lighting
- More cross-training

Professional Academic Staff – 42 responses

Comments

- Reduce bureaucratic procedures – 2
- Green - Energy conservation – building usage - 2
- Engage in unit-based brainstorming – suggestions - 2
- Don't cut administration
- Inform candidates of salary range before interview
- Identify waste; reduce meetings
- Some services may need to be reduced
- Reduce administration
- Classroom utilization
- Set clear targets; accountability
- Reassess priorities
- Flexible staff management systems
- Outsource some IT functions

- Professional development opportunities are important
- Outsource facilities and security
- Hire more skilled people
- Operational efficiency and streamlining process
- Reduce paper usage
- Eliminate duplicate services

Classified Staff – 28 responses

Comments

- Green - Energy conservation – efficient vehicles; building utilization; windows - 4
- Move paperwork online - 2
- Improved accountability and productivity – 2
- Don't contract out work
- Stop phone book
- Unpaid leave
- Shared office sites
- Streamline contracting process
- Longer days – benefit nontraditional students
- Review programs – cut costs
- Standard scheduling
- Better sharing; more partnerships

Graduate (Alumni) – 76 responses

None – see prior answers – 9

Not sure – 4

Comments

- Energy savings – conservation - better use of assets – 7
- Consolidate functions, reduce administrative costs – 4
- Use LEAN principles – supply chain – Six Sigma - 3
- Build on sustainability efforts – 2
- Leverage Technology – 2
- Keep students involved
- Fewer elective courses

Other Public at Large – 12 responses

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Comments

- Combine staff/departments - 2
- Improve efficiency
- Cut athletics
- Audit jobs – eliminate nonessential
- Benchmark against other universities
- Reduce operational costs (utilities, printing, etc.)
- Hiring freezes

Survey Page 6. Other Comments, Suggestions, Advice

The Governor's biennial budget proposal is presently under review by the Legislature's Joint Finance Committee. As the budget review process continues, we will provide additional information to the campus community.

11. Please use this space to share any other comments, suggestions, or advice.

Students – 18 responses

Comments

- Concern with costs of education
- Focus on current students; trim the fat
- Outline options, choices and consequences
- Don't cut online
- Need stronger advocacy
- Run the university like a business ...
- Don't raise tuition – working more negatively impacts academic performance
- “Make sure the people on the Finance Committee can balance their personal checkbook, let alone the state's budget.”

Faculty – 30 responses

Comments

- Improve effectiveness of advocacy efforts (to legislators and to the governor) – 4 comments
- Pay attention to salary/benefits – 3 comments
- Pay attention to low morale – 2 comments
- Take a close look at the faculty role/responsibility and scholarly expectations – 2 comments

Instructional Academic Staff – 9

Comments

- Focus on students and classroom instruction – 2
- Sound the alarm over the governor's cuts – aggressive lobbying – 2
- Appreciates opportunity for input, wants to see action
- Use current situation as a tool to move toward sustainable economy
- Listen to the collective voice
- Keep people informed
- Furlough rather than lay-off

Professional Academic Staff – 22 responses

Comments

- Continue communication – get input – 2
- More corporate support
- Recruit students
- Support counseling center
- Be creative and consider radical changes
- Can't continue to ask for more from people already overworked
- Close a couple of campuses
- Don't use nonrenewal as a way to avoid layoffs
- Reduce the state's prison population
- Limit new initiatives; make sure strategic planning has clear goals and measures
- UW System needs to be more bipartisan
- UW System may need new funding source (like Tech. colleges)
- Use video conferencing

Classified Staff – 15 responses

Comments

- Cancel classified staff appreciation day – 2
- Hard to reconcile current financial condition with recent capital improvements
- Provide adequate equipment
- Review landscaping plans
- Limit improvements
- Classified staff perform key functions and have been cut in the past
- Combine positions
- Adding sustainability position – bad pr
- 4-day schedule

Graduate (Alumni) – 43 responses

Comments

- Keep people informed – 2
- Actively lobby – 2
- Make tough decisions - 2
- Get the University and students involved
- Close one of the Western UW System institutions
- Citizens need to become involved
- These are tough times; prepare for future
- Don't raise class sizes
- Pursue stimulus funding
- Get business leaders involved
- Eliminate majors where jobs are scarce
- Decrease enrollment
- Don't cut quality

Other Public at Large – 8 responses

Comments

- Keep community informed/involved - 2
- UW System should pursue flexibility
- Provide information on how cuts will impact students