

University of Louisville

2018-2019 Budget Planning Process Survey

Common Themes* by Surveyees

Question

If the university is subject to a severe reduction in state funding, how would you suggest this reduction be handled?

Percentage of comments by population:

Administrators: 3.6%

Faculty: 38.5%

Staff: 49.4%

Other**: 8.5%

"Other" Themes	%
reduce/eliminate high paid salaries, bonuses/perks of administrators and others	27.4%
reduce/eliminate programs for low enrollment/not mission critical	11.8%
athletics (supplement, eliminate)	9.4%
retirement incentive	5.3%
fund-raising campaign/philanthropy/donor renegotiation	4.8%
increase tuition/fees/charge per credit hour	3.7%
flex schedule/.80	3.7%
furlough/close university/temp layoffs	3.5%
eliminate / reduce staff and faculty positions/RIF	2.8%
reduce/eliminate entertainment/travel/food/club memberships/	2.8%
retrieve funds from Ramsey/others	2.6%
selective reduction in unit budget	2.4%
reduce/stop x-pays, reclassifications, inranges	2.0%
increase / grow enrollment	1.8%
sell underutilized facilities/not mission critical	1.5%
eliminate allowances (car, cell,)	1.5%
eliminate dependency on state funds	1.3%
reduce/eliminate consultant/lawyer fees	1.1%
energy conservation	1.1%
close during fall and spring break/extra winter week	0.7%
hiring freeze	0.7%
outsource copiers, custodial, groundkeepers, carpenters, etc.	0.7%
consolidate programs/units	0.7%
Partnerships	0.7%
eliminate GHN	0.7%
increase parking permits	0.4%
increase upper level DE enrollment	0.4%
reduce/eliminate tuition remission	0.4%
more evening/wknd/summer/classes	0.4%
cut courses	0.4%
no salary increase	0.4%
separate from the hospital, hsc, ulp	0.4%

operational savings	0.4%
stronger research grants	0.4%
atb reductions	0.4%
entrepreneurial approach	0.4%
assess fee for unauthorized red space parkers	0.2%
increase fee for fitness center	0.2%
increase patent applications	0.2%

Which of the following is most important to you as a priority in the development of the 2018-2019 Operating Budget for the University of Louisville?

Percentage of comments by population:

Administrators: 3.8%

Faculty: 38.0%

Staff: 51.0%

Other**: 7.3%

cut upper administration/reevaluate compensations/no high-dollar payoffs	12.8%
protect faculty and staff positions	8.0%
performance based compensation	7.4%
atb salary increase for lower-paid employees	7.4%
restore, reevaluate, maintain budgets, programs/departments	6.9%
no performance-based compensation	5.9%
reevaluate the number of staff and faculty in units	5.9%
cost-of-living adjustments	3.2%
one-time bonus for lower paid employees	2.7%
restore cuts to staff/faculty positions/reevaluate faculty load	2.7%
reduce/eliminate programs for low enrollment/not mission critical	2.7%
protect grad students	2.1%
increase research funding	2.1%
no atb salary increases	1.6%
no salary increase (at all)/substitutions	1.6%
temporarily cut higher-paid salaries	1.6%
infrastructure	1.6%
targeted investments (recruitment, retention)	1.6%
do not support athletics	1.6%
retirement incentive	1.6%
reduce/eliminate entertainment/travel/food/club memberships/	1.6%
transparency/higher ethical conduct	1.6%
building maintenance	1.1%
decrease tuition	1.1%
increase tuition	1.1%
increase enrollment	1.1%
lay-offs/1-2 days off/	1.1%
new budget model	1.1%
ath budget cuts	1.1%

eliminate central business operations	1.1%
strategic partnerships/community engagement	1.1%
retrieve funds from Ramsey/others	0.5%
use foundation funds	0.5%
tuition scholarships	0.5%
protect SOM	0.5%
consolidate programs	0.5%
fund-raising campaign/philanthropy/donor renegotiation	0.5%
give back revenue generated by departments	0.5%
flex schedule/.80	0.5%
alumni donations	0.5%
close faculty practice (SOD)	0.5%
evaluate x-pays	0.5%
strengthen online education	0.5%

If the university decides to grow enrollment, which strategies should the university pursue?

Percentage of comments by population:

Administrators: 5.1%
Faculty: 36.1%
Staff: 49.8%
Other**: 9.0%

offer more on-line courses/degrees/same rate	10.2%
do not lower admission standards	8.6%
recruit/increase international students	7.6%
offer degrees that meet the demands of industries/workforce	7.1%
bolster out-of-state/regional recruitment	6.1%
state-of-the-art marketing/target marketing/build brand	5.1%
bolster partnerships with alumni/companies/high schools	4.6%
degree completion program/continuing education	4.6%
invest more in recruitment/targeted	3.6%
do not increase/grow enrollment	3.0%
strengthen/increase retention/graduation rates	3.0%
more scholarships/increase financial aid	3.0%
increase professional enrollment	2.5%
pathway for transfer students	2.5%
lower admission standards	2.5%
supply/demand approach	2.5%
increase graduate enrollment/programs	2.0%
smaller student body	2.0%
reduce/eliminate programs for low enrollment/not mission critical	2.0%
no out-of-state tuition differentiation/close the gap	1.5%
revamp the MBA program	1.5%
focus more on military	1.0%
department recruiting	1.0%
lower tuition	1.0%

increase value of degrees offered	1.0%
more outreach to low income students	1.0%
add more evening/weekend/summer classes	1.0%
distinctive programs	1.0%
fix the registration/admissions process	0.5%
create "to be enrolled" contact list	0.5%
create satillites	0.5%
increase \$ for sporting events	0.5%
solicit private donors	0.5%
increase dental hygiene enrollment	0.5%
reduce 16 week semesters to 8	0.5%
combine degrees/programs	0.5%
provide incentives (electronic devices, ath tickets, memberships, etc.)	0.5%
become more competitive	0.5%
improve campus safety	0.5%
reduce emphasis on ACT scores	0.5%
new certificate programs	0.5%
phi betta kappa	0.5%

If the university decides to increase tuition, what factors should be considered in setting tuition rates?

Percentage of comments by population:

Administrators: 5.3%
Faculty: 39.1%
Staff: 47.0%
Other** : 8.6%

do not increase tuition	16.2%
differential tuition	16.2%
educational quality	14.9%
competition/comparison/market	13.5%
affordability	9.5%
supply and demand	8.1%
fixed	2.7%
per credit hour	2.7%
students must see the rationale	2.7%
fees atb	2.7%
resources needed	2.7%
admission standards	1.4%
protecting students	1.4%
use foundation funds	1.4%
build UofL's brand	1.4%
reduction in state funding	1.4%
alumni support/scholarships	1.4%

Which cost savings strategies should the university explore?

Reduce composition/positions for administration/athletics/high-paid positions/examine salaries/eliminate bonuses/cap salaries	17.3%
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Percentage of comments by population:

Administrators: 3.7%

Faculty: 36.2%

Staff: 53.7%

Other**: 6.4%

Get funding from Athletics/reduce athletic budget/stop paying for athletics/tax revenue	11.6%
increase scrutiny/eliminate operating expenses/pro-card/spending/meals/travel/phone/car expenses/wasteful spending/recover fraudulent spending/using cheaper vendors	7.2%
Cut outdated/low enrollment programs/programs that don't lead to employment after graduation/quicker graduation/low graduation rates	7.2%
Performance funding/cut under-performing faculty/long standing, high paid/justify payment/rid unproductive people	6.0%
Recruit for low enrollment programs/replace low enrollment programs with high demand programs/consolidate low-enrollment programs	3.6%
Limit number of associate and deans/faculty/tenured professors/administrative staff	2.8%
mandatory retirement/forced retirement/change retirement rules/encourage retirement	2.8%
Eliminate politically inspired programs/diversity programs/Delphi Center and diversity positions	2.8%
Save with utilities/turn the lights out/green initiative/energy efficient buildings	2.8%
outsourcing physical plant/custodial duties	2.4%
working hours restructuring: close school during breaks/restructure summer term/4 day work week/work from home/80% work week/flex scheduling	2.0%
suspend/stop building projects/maintain existing buildings	2.0%
professors teach more/less research	2.0%
combine units/departments performing similar functions/centralize processes/services	2.0%
bring contracted services in house/decrease consultants	1.6%
cut based on academic excellence/revenue building programs/enrollment	1.6%
cut Get Healthy Now	1.2%
eliminate duplicate programs/those who don't help campus/combine offices/programs (community engagement with provost, diversity/international programs)	1.2%
eliminate unnecessary mailings/printing/increase electronic correspondence	1.2%
reduce faculty and staff positions through attrition	1.2%
pursue compensation from Ramsey/Pitino	0.8%
sell ULF properties	0.8%
centralized operations between Bleknap and HSC/merge UofL and ULP	0.8%
cut contributions to employees 403B plans	0.8%
use job-sharing and part time positions/adjunct faculty	0.8%
analyze faculty positions, placement, and numbers	0.8%
enforce misconduct policies	0.8%
eliminate unprofitable sports teams	0.8%
increase enrollment/reduce tuition to increase enrollment	0.8%
give surveys to ground floor workers	0.4%
Cut the international center	0.4%
cut non-revenue outreach programs	0.4%
rid unused benefits/add spouses to GHN	0.4%
merge law and general U. Library	0.4%

decrease departemental processes/red tape	0.4%
give attention to clinical departments that operate in a deficit	0.4%
Increase graduate assistants for intro courses	0.4%
research money is used as salary recovery/additional compensation	0.4%
bring athletics into the UofL fold	0.4%
eliminate programs outside of teaching and research mission	0.4%
raise more money through philanthropy	0.4%
decrease IT budget	0.4%
no raises	0.4%
raise tuition	0.4%
use endowment for gap	0.4%
cut faculty that don't help with research	0.4%
put pressure on state to fund univeristy	0.4%
investment in technology	0.4%
reduce employee benefit of tuition remission	0.4%
across the board salary reductions	0.4%
separate HSC from Belknap	0.4%
offer VSIP	0.4%
reduce student/extracurricular services	0.4%
stop closing staff on snow days	0.4%

In the area that you work (i.e. college, school, department, or service division), please identify any non-personnel related opportunities for enhanced revenues or operational savings

different timing of courses/online courses/on demand courses/distance education/summer classes/hybrid class styles	8.3%
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Percentage of comments by population:

Administrators: 3.5%

Faculty: 33.6%

Staff: 53.6%

Other**: 9.3%

programmable thermostats/appropriate climate control/conserv energy/energy efficiency/remove office appliances	8.0%
partner with community resources/industries/businesses/metro/state gov/sponsorships/ along with corporations	5.5%
charging for services/mental health fee/utilize medical billing/telemedicine/insurance underpayment/library charge/weekend/evening hours/revenue cycle in clinics	5.2%
grants/grant writing classes/research	5.2%
office supply purchases at the lowest price/sale items/better vendor contracts	5.0%
eliminate/limit faculty/grad student travel/across the board/non-essential travel/teleconferences	4.1%
working from home/four day work week/80% work	3.9%
less printing/copies/print in black/going paperless/2 sided printing/central printer	3.6%
cna program/certificate programs/vocational degrees	3.3%
cut food at meetings/entertainment	3.3%

renting out space/hosting conferences	3.3%
eliminate cell phone stipend/administrator/faculty perks	2.8%
offer programs to community/centers of excellencecommunity engagement fundraising/ESL program/charging fees for alumni outreach	2.5%
IT department expenditures/outsource IT	1.7%
streamline processes (less red tape)/centralize offices	1.7%
increase transcript fees/application fees/student fees	1.7%
deferred maintenance/restore/maintain buildings/repair projects only/postpone renovations	1.7%
compensation/elimination for faculty tied to productivity/increase faculty workload	1.7%
eliminate diversity and transgender programs	1.4%
higher returns for sports/athletics revenue	1.4%
reorganize departments to eliminate/reduce outdated positions/tasks/put departments in the same buildings/smaller depts. Into larger depts.	1.1%
outsource janitorial services/bid for services	1.1%
repurposing items/furniture	0.8%
eliminate/cut back on pro-cards/expenses	0.8%
maintain current buildings	0.8%
update equipment/technology	0.8%
sell additional parking spots/visitors pay to park/market price parking	0.8%
trustee donation to the University/giving campaigns	0.8%
LGBTQ programs/diversity programs	0.8%
accelerated programs	0.6%
professional development for teachers/community members	0.6%
support to clinical operations/open clinics	0.6%
charge departments internally for costs	0.6%
cut Delphi Center	0.6%
philanthropy	0.6%
COB offer another PhD and more MA degrees/Med offer MA and BA programs	0.6%
charge admission to non-students for concerts	0.6%
increase class size/med school class size	0.6%
increase housing rates	0.3%
alternative modes of transportation	0.3%
lower tuition for field salary	0.3%
mentor programs	0.3%
new real-estate	0.3%
move programs to FA and SP semesters, faculty to 10 month contract	0.3%
shorter public hours	0.3%
selling research patents	0.3%
charge international insurance fee	0.3%

salary reviews	0.3%
staff professional development	0.3%
sell advertising	0.3%
provide services to rural Kentucky	0.3%
tax revenue of clinical departments/faculty and athletics	0.3%
increase out of state enrollment	0.3%
sell/lease out owned properties	0.3%
eliminate snow closings at HSC	0.3%
Delphi center and COB partnership	0.3%
non-resident tuition waivers for out of state students	0.3%
graduate student meal plans	0.3%
reduce tax rate on programs	0.3%
centralized computers instead of personal computers	0.3%
cross-training collaborations	0.3%
invest in shelby campus	0.3%
hire teaching professors with tenure available/long-term positions	0.3%
offer a locked tuition rate	0.3%
create new pathways to reach donors	0.3%
eliminate programs/offices/positions that have nothing to do with research and teaching	0.3%
selling naming rights for buildings	0.3%
eliminate tenure	0.3%
sell dental products	0.3%
hire term faculty that are less expensive	0.3%
reduce tuition	0.3%
training grants and individual fellowships to support graduate students	0.3%
increased number of vendors on campus	0.3%
condensed summer scheduling and hours	0.3%
electronic tests	0.3%
recruit international students	0.3%

How would you like to stay informed about the development of the university's FY2018-19 budget?

Percentage of comments by population:

Administrators: 4.5%

Faculty: 39.0%

Staff: 53.2%

Other**: 3.3%

departmental visits/meetings/department chair/forums/unit leadership/representatives	23.0%
emails	20.7%
web-ex delivered town hall/assemblies/forums (live streamed/video recordings)	12.6%
web site with updates/online/interactive web page	8.0%
university news/UofL Today/newsletter	5.7%
announcements in local press/media/press releases/external media	5.7%
small meetings/roundtable discussions/faculty meetings	4.6%
webcasts	3.4%
monthly reports to staff senate/visits to staff meetings	3.4%

podcast	2.3%
text messages	2.3%
mail	1.1%
open books management	1.1%
social media	1.1%
updates from daily communication department	1.1%
blog on louisville.edu	1.1%
print media	1.1%
LFO meetings	1.1%

structured departmental/college level meetings to generate ideas/meet with faculty/staff/unit based/academic leaders/department brainstorming sessions	20.0%
confidential/anonymous surveys/feedback option	20.0%
focus groups (including faculty, staff, and students)/small group discussions	10.8%
town hall meetings	7.7%
mail	6.2%
email	6.2%
forums	4.6%
involvement of knowledgeable members of the community/faculty and staff	3.1%
website with comments section available	3.1%
representative written statements/faculty staff senate	3.1%
question and answer sessions with administrators	3.1%
OMB reports to colleges/employees	1.5%
anonymous drop box	1.5%
inclusion in the process	1.5%
to a supervisor	1.5%
online open forum	1.5%
public meetings	1.5%
personal discussion	1.5%
through the chair	1.5%

How would you like to provide additional feedback about the development of the university's FY2018-19 budget?

Percentage of comments by population:

Administrators: 4.1%
Faculty: 48.4%
Staff: 41.8%
Other**: 5.7%

NOTES

*Not all comments were “themed” and only the prevailing themes are highlighted in the summary document. The demographics provided for each question represent all individual comments provided regardless if the comment was themed (e.g. NA, “I cannot answer, etc.).

**Other includes positions such as staff on leave with pay, house staff, research fellows, and visiting scholars.