**HIGHER EDUCATION EFFICIENCY GUIDELINES**

*Prepared by the Indiana Commission for Higher Education*

**Priorities for greater STATEWIDE efficiency**

1. Emphasize instruction as the central priority and mission of each campus and ensure that resources are directed toward this priority.
2. Prioritize and reallocate resources to high-demand academic programs that are critical to Indiana’s economy.
3. Reinvest savings generated through collaboration and consolidation into efforts that promote degree completion, particularly on-time degree completion.

**Ensuring greater SYSTEM efficiency**

1. Develop a system-wide consortium of campus leaders to guide savings initiatives and create opportunities for collaboration and consolidation.
2. Review opportunities for program consolidation, particularly in Northwest Indiana where campuses are located in close proximity to each other.
3. Form agreements to share facilities and campus maintenance costs, particularly in areas where community college and four-year institutions are located in close proximity.
4. Explore opportunities for campus consolidation, bringing existing centers of excellence together under one administration.

**Ensuring greater ACADEMIC efficiency**

1. Review and prioritize academic, athletic and student service programs with an eye toward the needs of the economy, student demand, and the institution’s mission.
   1. Reduce or eliminate the lowest-priority programs and services.
   2. Explore the outsourcing or consolidation of programs that are not critical to the campus mission.
2. Increase online course offerings and deliver those courses at a reduced price to encourage students to complete more credits in this medium while reducing the burden on campus resources and personnel.
3. Incorporate technology into course curriculum, particularly large entry-level courses, reducing personnel needs and improving student learning.
4. Ensure that remedial education and two-year degrees are offered at the lowest-cost institution, resulting in lower costs for the state and students.
5. Explore the implementation of an incentive to students who complete degree programs in the fewest possible credit hours.
6. Examine a reduction in state funding to institutions for students who complete more than two extra semesters worth of credit but do not earn a degree.

**Ensuring greater OPERATING efficiency**

1. Streamline administrative structure and personnel functions, including the elimination of redundant or unnecessary positions.
2. Expand joint purchasing agreements with other Indiana institutions, particularly in the areas of health insurance and energy.
3. Review the institution’s contribution to employee retirement and health care plans, and seek alignment with the private sector.
4. Explore options for consolidating and/or outsourcing all back-office and non-academic operations, including payroll, purchasing, marketing and technology.
5. Consider partnerships with non-higher education entities, including the state, K-12 school districts, and city/county governments, to achieve economies of scale and eliminate duplication.