

**2011 Budget Survey Results**  
**Table 3: Employee Suggestions for Decreasing Personnel Expenses<sup>1,2</sup>**

<p><b>Decrease Benefits Costs:</b></p> <p><b>Health Insurance:</b> Add/increase co-pay for office visits, move to a cafeteria style health care plan, employees pay for dependent health insurance, eliminate blue shield, employees pay for more expensive health care plans, increase employee contribution to benefits, allow adjunct faculty to buy into health plans, administrators temporarily pay for part of health care premiums, develop wait time for new employee benefits to begin, eliminate high dollar cta health insurance option, eliminate most costly health care insurance options, employees pay portion of insurance costs, increase insurance pool to reduce costs, reduce health benefits to save jobs, trim down to two medical plans, validate employee benefits eligibility for dependents.</p> <p><b>Governing Board:</b> eliminate benefits for board, eliminate board stipends for missed meetings, eliminate board stipends, decrease board stipends, governing board forfeit stipend and other bonuses.</p> <p><b>Perks:</b> eliminate extra allowances for administrators, reduce ALG stipends and bonuses, cut back on benefit packages of Pres, EVP, VP., decrease allowances for managers, eliminate allowances for administrators, eliminate paying for housing &amp; entertainment expenses.</p> <p><b>Other:</b> don't pay managers for unused vacation leave, reduce benefits for new hires.</p>
<p><b>Reduce Faculty Costs:</b></p> <p><b>Release Time:</b> decrease release time, eliminate coordinators, automate functions to reduce faculty release time, eliminate release time for accreditation, eliminate release time for accreditation and SLOs, eliminate release time for union president, reduce faculty release time for coordinators-utilize temporary help instead.</p> <p><b>Salary Schedules:</b> reduce overpayment of faculty for labs, eliminate unwarranted pay resulting from redefining courses, make faculty compensation more equitable, same salary scale for all faculty.</p> <p><b>Overload:</b> reduce extra pay for faculty, more part time faculty teach overload classes, disallow all overload classes.</p> <p><b>Extra Duty Pay:</b> minimize extra duty pay through better scheduling, reduce extra duty pay, reduce non-instructional pay rate for faculty.</p> <p><b>More Part-Time Faculty:</b> utilize more adjunct faculty, increase part time faculty and reduce full time faculty.</p> <p><b>Other:</b> contract students out to a private beauty college, don't over pay faculty for hybrid classes, eliminate learning communities, eliminate summer term, instructors volunteer to teach a class-gratis, no sabbaticals, offer faculty load banking rather than sabbaticals, reduce faculty instead of classified/supporting staff.</p>
<p><b>Reduce Administrators:</b> eliminate some deans, eliminate some administrators, combine deans, eliminate new administrative positions, consolidate administrators, replace deans with release time faculty, don't hire more administrators, eliminate administrators instead of instructors.</p>
<p><b>Reduce Temporary Employees:</b></p> <p><b>Consultants:</b> eliminate consultants, fewer consultants, hire less expensive employees in lieu of using consultants, reduce expenditures for lawyers and consultants, reduce manager meeting time to reduce consultants.</p> <p><b>Attorneys:</b> reduce attorney costs, better hiring practices to reduce liability, reduce number of attorneys.</p> <p><b>Other:</b> eliminate all interim or temporary employees, evaluate the use of "subs", discontinue paying UC and CSU representatives for campus visits.</p>
<p><b>Increase Course Efficiency (Larger Classes):</b> increase class sizes for online classes, increase class size, larger lecture sessions, larger limits for all classes, cancel ALL classes with low enrollment, decrease number of sections, have more students in class, increase activity points for most successful programs to maintain strength, merge online class sections, offer fewer sections to increase enrollment per section, offer more of the successful courses, reduce overload hours by increasing class size, restructure classes to increase efficiency, schedule high demand courses in afternoon to increase class size during less appealing time, increase class sizes using the larger classrooms.</p>
<p><b>Reduce Salaries:</b> reduce administrator salaries, reduce president salary, temporary pay cut for everyone, administrators take temporary salary cut, cut salaries for all, cut salaries of highest paid employees, decrease the salaries of contracted administrators, decrease upper management salaries, reduce employee salaries, reduce EVP salary, reduce pay for all, reduce salaries of deans, reduce some deans to managers.</p>
<p><b>Re-Organize for Efficiency:</b> consolidate labs and library at centers to reduce costs, add 1 teaching unit and decrease 1 office hour, add administrative duties to faculty, change scheduling to offer less popular classes during prime time, combine the bookstore with warehouse delivery, consolidate accounting, purchasing, and warehousing between bookstore and business services, decrease number of meetings, develop consistent procedures to increase efficiency, more equitable classified staff work load, offer faculty different teaching options to increase efficiency, reduce non-mandatory administrative tasks, reduce work year for some employees, shorten semester to 15 weeks or fewer, use bond funds to pay for more Banner employee expenses, utilize more student workers.</p>
<p><b>Institute Furlough Days:</b> add furlough days, equal furlough days for all, furlough across-the-board to save jobs, furlough faculty in lieu of flex days, furlough for administrators, furloughs for faculty, institute furlough days for selected administrative support units, institute voluntary furloughs, reduce amount of maintenance-add furlough days.</p>
<p><b>Contract With External Vendors:</b> outsource maintenance, outsource custodial services, outsource security, outsource bookstore, use less expensive contractors for grounds maintenance.</p>
<p><b>Freeze Salaries:</b> cap salaries, suspend all step and lane pay raises, freeze all salaries, freeze cost of living, step, and column salary increases, freeze increases related to professional growth, freeze salaries at current level</p>

<sup>1</sup>Respondents: full-time faculty = 34, part-time faculty = 7, classified/confidential staff = 21, managers = 7, did not specify employee group = 18, total = 87  
<sup>2</sup>Total suggestions = 299

(Continued)

2011 Budget Survey Results Table 3: Employee Suggestions for Decreasing Personnel Expenses <sup>1,2</sup> (continued)
<b>Freeze Hiring:</b> hiring freeze to save current jobs, suspend hiring, freeze faculty positions, hiring freeze for all, suspend hiring especially administrators.
<b>Offer Early Retirement Incentive:</b> offer early retirement incentives, develop retirement alternatives, offer golden handshakes to employees close to retiring, offer incentive for most expensive employees to retire.
<b>Increase Personnel Productivity:</b> audit staff for productivity, create on-line applications for fee waivers and student loans, cut the dead weight, hire/retain better quality employees, redistribute custodians to increase productivity, scrutinize the workload of the faculty, use group counseling to increase efficiency.
<b>Eliminate Instructional Programs:</b> assess programs for possible discontinuance, close community services, cut low enrolled programs/majors, cut the "fluff" programs, eliminate learning communities, evaluate instructional programs.
<b>Reduce Hours of Operation:</b> 4 day week--campus closed for 3 days, close the campus on weekends and nights and save in OT, decrease lab hours campus wide, reduce employee hours during slow times, reduce hours of operation to reduce employee hours, reduce lab hours at centers.
<b>Reduce Classified Staff:</b> eliminate some departments, eliminate less needed classified positions
<b>Reduce Overtime:</b> decrease overtime for classified, no overtime, reduce overtime by redistributing duties.
<b>Reduce Student Support Services:</b> cut EOPS, cut Job Placement center, cut transfer center, offer only the basics to students and cut out anything else.
<b>Reduce Intercollegiate Sports:</b> cut athletics
<b>Increase Student Retention:</b> increase online student retention, reduce student dropout rates, use data to increase student retention.
<b>Other:</b> increase full-time faculty work load, reduce student graders to absolute required.

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