**HIGHER EDUCATION EFFICIENCY GUIDELINES**

*Prepared by the Indiana Commission for Higher Education*

**Priorities for greater STATEWIDE efficiency**

1. Set instruction as the central priority and mission of each campus and ensure that resource allocation is consistent with 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 student success and on-time degree completion.

**Ensuring greater SYSTEM efficiency**

1. Include individual institution efficiency measures in the 2013-2015 Performance Funding Formula..
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 all Associate and Bachelor degree program credit hour requirements, reduce all programs to meet the 120/60 credit hour standards except those for which accreditation requirements specifically exceed those of the standard.**
2. Review and prioritize academic, athletic and student service programs based upon student success,the needs of the economy, 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.
3. Improve the assessment processes for entering student remediation needs and the remediation courses and outcomes.
4. Establish the 30 credit common core standard for all Indiana public institutions.
5. Offer online course offerings at reduced tution to resident students. This courses should be offered on a shared basis across institutions, especially the regional and Ivy Tech campuses.
6. Incorporate technology into course curriculum, particularly large entry-level courses, to improve student learning.
7. Pilot an incentive to students who complete degree programs in the fewest possible credit hours.
8. 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 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.

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