



# **CAMPUS CONVERSATION**

## **WVU Transformation Initiatives**

June 27, 2023

# WHAT WE WILL COVER TODAY

- / How today will work
- / Presentation from:
  - / **Paul Kreider**, Vice Provost
  - / **Mark Gavin**, Associate Provost for Academic Budget, Facilities and Strategic Initiatives
  - / **Fred King**, Vice President for Research
  - / **Rob Alsop**, Vice President for Strategic Initiatives
  - / **Stephanie Taylor**, Vice President and General Counsel
  - / **Paula Congelio**, Vice President of Finance and Chief Financial Officer
- / Discussion: Q&A session

# **MERGER OF REED COLLEGE OF MEDIA AND COLLEGE OF CREATIVE ARTS**

# MERGER OF REED COLLEGE OF MEDIA AND COLLEGE OF CREATIVE ARTS: GOAL

- ✓ Merge or consolidate academic units into new structures that result in dynamic academic programming, administrative efficiencies and cost savings.





# MERGER OF REED COLLEGE OF MEDIA AND COLLEGE OF CREATIVE ARTS: RATIONALE

- 1 Complementary strengths
- 2 Current collaborations
- 3 Future collaborative opportunities
- 4 Experiential learning focus
- 5 Creative scholarship focus
- 6 Alignment on First Amendment values
- 7 Administrative cost savings

# STRENGTHS OF EACH COLLEGE

| Reed College of Media                          | College of Creative Arts                                    |
|--|---|
| <b>/ Strong online programming</b>             | <b>/ Strong fundraising program and alumni support</b>      |
| <b>/ Leader of student success initiatives</b> | <b>/ Effective public engagement</b>                        |
| <b>/ Efficient and effective</b>               | <b>/ Contributes to R1 mission through doctoral program</b> |
| <b>/ Experiential learning</b>                 | <b>/ Experiential learning</b>                              |
| <b>/ History of community outreach</b>         | <b>/ Effective student/faculty engagement</b>               |

# MERGER OF REED COLLEGE OF MEDIA AND COLLEGE OF CREATIVE ARTS: COLLABORATIONS

## / Current Collaboration:

- / B.A. in **Game and Interactive Media Design**

## / Potential Collaborations:

- / Enhance performing arts with video and broadcast production
- / Digital storytelling of curated content – **Art Museum**
- / Intentional collaborations – advertising with graphic design
- / Filmmaking – documentary

# MERGER OF REED COLLEGE OF MEDIA AND COLLEGE OF CREATIVE ARTS: COST SAVINGS

## / Administrative costs saved:

- / Operational efficiencies
- / Reduced administrative cost overhead
- / Redirected savings to support new programs

# MERGER OF REED COLLEGE OF MEDIA AND COLLEGE OF CREATIVE ARTS: **TIMELINE**

✓ The merger is effective **July 1, 2024**.

## ✓ **Summer 2023**

- ✓ Determine organizational structure
- ✓ Identify potential names
- ✓ Identify fall work group topics: faculty evaluation; advising and student services; fundraising, communications and alumni relations; enrollment/recruiting; DEI, curriculum, research and scholarship

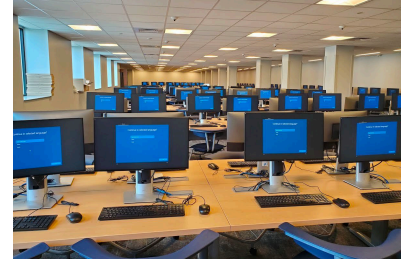
## ✓ **Fall 2023**

- ✓ Engage faculty/staff in naming of the new college
- ✓ Create process for faculty evaluation
- ✓ Ratify process for faculty evaluation **Spring 2024**

# **REVIEW OF PROVOST'S OFFICE ACADEMIC SUPPORT UNITS**

# ACADEMIC SUPPORT UNITS REVIEW: GOAL

- ✓ Create a more focused and cost-efficient suite of services that support the academic units and serve the students' and larger University's needs.



# ACADEMIC SUPPORT UNITS REVIEW: SCOPE

- / ADVANCE**
- / Career Services**
- / Center for Veterans, Military and Family Programs**
- / CLASS**
- / Community-based Testing Center**
- / Honors College**
- / Institutional Research**
- / Libraries**
- / LGBTQ+ Center**
- / Office of Accessibility Services**
- / Office of Global Affairs**
- / Office of Graduate Education and Life**
- / Registrar**
- / Smith Outdoor Economic Development Collaborative**
- / STEM Center**
- / Teaching and Learning Commons**
- / University Testing Center**
- / Women's Resource Center**
- / WVU Online**
- / WVU Press**



# ACADEMIC SUPPORT UNITS REVIEW: DATA POINTS AND SOURCES

- / Self-study surveys
- / Stakeholder surveys (faculty, staff and students)
- / Organizational charts (where available)
- / Job descriptions
- / Personnel rosters
- / Operating budgets
- / Follow-up interviews with units and stakeholders (where needed)

# ACADEMIC SUPPORT UNITS REVIEW: EVALUATION CRITERIA

- / Strategic alignment
- / Evidence base/data utilization
- / Revenue generation/student success
- / Effectiveness of operations
- / Budget reduction planning
- / Collaborative approach

# ACADEMIC SUPPORT UNITS REVIEW: POSSIBLE OUTCOMES

- / Continue at current level of activity and/or staffing
- / Reduce level of activity and/or staffing
- / Revise mission
- / Consolidate/combine in part or whole with another unit
- / Discontinue unit

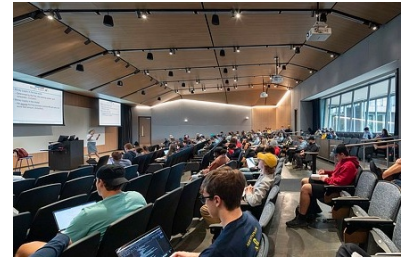
# ACADEMIC SUPPORT UNITS REVIEW: **TIMELINE**

|  |                         |
|--|-------------------------|
| <b>/ Self-study surveys and stakeholder surveys were due</b>                           | <b>May 31</b>           |
| <b>/ Academic Support Unit data reviewed with additional data collection as needed</b> | <b>June 3 – July 20</b> |
| <b>/ Final recommendations presented to Board of Governors</b>                         | <b>July 31</b>          |
| <b>/ Academic Support Units are informed of decisions</b>                              | <b>Aug. 1</b>           |

# **PROGRAM PORTFOLIO REVIEW AND REALIGNMENT**

# PROGRAM PORTFOLIO REVIEW: GOALS

- ✓ Create a more focused academic program portfolio aligned with student demand, career opportunities and market trends that also serves our land-grant and research missions, while retaining our R1 classification.
- ✓ Ensure that the programs in the portfolio are being delivered as effectively and efficiently as possible.



# WHAT DOES “UNDER REVIEW” MEAN?

- Follows the formal review process per **BOG Rule 2.2**.
- Does not assume a specific (negative) outcome:
  - Continuance at the current level of activity
  - Continuance at the current level of activity with specific action
  - Continuance at a reduced level of activity
  - Development of a cooperative program
  - Discontinuance

**Note:** Programs that are not under full, formal review can and should be examined by their colleges and departments for potential changes.

**Note:** There will be a **Campus Conversation** in **July** that focuses solely on **Program Portfolio Review and Realignment**. Please watch **MOUNTAINEER E-News** for more information.

# HOW ARE PROGRAMS SELECTED FOR REVIEW?

- / Program-level metrics focusing on student demand:
  - / Enrollment in the major (as of **Fall 2022**)
  - / Enrollment trend in the major over a five-year period (**Fall 2018 – Fall 2022**)
- / Department-level metrics focusing on financial performance and efficiency in instruction.
- / Doctoral programs (and any associated non-terminal master's program) with annual external research expenditures of **\$1 million** or more are exempted from review.



# DOCTORAL PROGRAMS WITH \$1 MILLION OR MORE EXTERNAL SUPPORTED EXPENDITURES

|   |      |
|---|------|
| Generate \$106.6 million out of \$128.5 million total external supported expenditures | >80% |
| Generate of \$154.1 million out of \$214.1 million total expenditures                 | >70% |
| Generate 104 out of 180 total research Ph.D. degrees                                  | 58%  |

## 10 R1s generate fewer than 100 research Ph.D. degrees:

- Utah State University
- University of Maryland, Baltimore County
- Brandeis University
- Montana State University
- University of New Hampshire

- University of Maine
- University of Louisiana at Lafayette
- New Jersey Institute of Technology
- University of Montana
- University of Alabama in Huntsville

# WHAT PROGRAMS ARE EXCLUDED FROM CONSIDERATION?

- / Non-terminal master's programs attached to doctoral programs (only reviewed if the associated doctoral program is identified for review)
- / Pathways and completion degrees, such as multidisciplinary programs
- / Programs with three or fewer years of data
- / **Potomac State** and **WVU Tech** programs

# PROGRAM PORTFOLIO REVIEW: **TIMELINE**

|   |                          |
|---|--------------------------|
| <b>/ Share the list of programs under review and data with the campus community</b> | <b>Week of July 10</b>   |
| <b>/ Program Review Self-Study reports are due</b>                                  | <b>Aug. 1</b>            |
| <b>/ Preliminary recommendations are communicated to colleges/departments</b>       | <b>Aug. 11</b>           |
| <b>/ Appeals filed and heard</b>  | <b>Aug. 21 – Sept. 5</b> |
| <b>/ Board of Governors votes on final recommendations</b>                          | <b>Sept. 15</b>          |
| <b>/ Reduction in force/non-renewal letters sent to individual faculty/staff</b>    | <b>Week of Oct. 16</b>   |

**ITS MERGER**

# ITS MERGER

- /// As part of WVU's ongoing efforts to be more efficient with limited resources, **Information Technology Services (ITS)** and **Health Sciences ITS** will begin the work to merge operations on or before **July 1**.
- /// This merger creates an opportunity to reassess the delivery of services holistically and to create a more cohesive team that helps achieve the following goals:
  - /// Create a more consistent IT experience for faculty, staff and students
  - /// Share information and processes that will improve both internal and external communication
  - /// Combine respective strengths and best practices for the betterment of the whole
  - /// Increase alignment on technology and information security
  - /// Build new succession planning options and career paths
  - /// Maintain local support (staff located at **HSC**)
  - /// Encourage local innovation and scale it institution-wide when appropriate
  - /// Create operational efficiencies and save money

# ITS MERGER: CURRENT ACTIVITIES

- / Determining leadership team positions through a competitive interviewing process:
  - / Fair solution to address duplicative positions doing similar work
  - / Director positions finalized last week
  - / Assistant director process continues this week
  - / Directors soon will convene their new teams and begin getting to know each other
- / Building a portfolio (**Service Catalog**) to document all **HSC** applications and services and how they are delivered.
  - / Will seek to ensure continuity but also identify possible efficiencies

# ITS MERGER: NEXT STEPS

- Newly merged teams begin working as cohesive units on **Monday, July 3** under new supervisors.
- Identify opportunities to combine respective strengths and best practices.
- Seek opportunities to standardize to improve efficiency and save money.
- Because IT touches virtually everything across the enterprise, fully merging all daily operations will be an ongoing process.
- We are creating an entirely new team, not just merging two existing teams. **ITS** has been reimagined from top to bottom.

**Example:** Senior IT leader now dedicated to building out supportive services for researchers beyond **Kuali**.

**Example:** New single team to focus on learning management systems (**SOLE** and **eCampus**) and related instructional tools.

# ITS MERGER: EXPECTATIONS

- ✓ **Patience, curiosity and flexibility** will be critical to individual and team success.
- ✓ **ITS** will take the same “**blue-sky**” **approach** WVU is taking with other transformation efforts.
- ✓ Creative solutions are welcomed.
- ✓ **ITS** will not be inhibited by past practices or personal preferences.



# **NON-RENEWALS AND REDUCTIONS IN FORCE**

# NON-RENEWALS AND REDUCTIONS IN FORCE

|   |          |
|---|----------|
| / Classified Staff                        | 19 (14%) |
| / Non-Classified Staff/WVU Research Corp. | 77 (57%) |
| / FEAP                                    | 1 (1%)   |
| / Faculty                                 | 38 (28%) |
| / Clinical                                | 11       |
| / Lecturer                                | 9        |
| / Research                                | 7        |
| / Instructor                              | 1        |
| / Visiting                                | 2        |
| / TAP/SAP                                 | 8        |
| Total:                                    | 135      |

# NON-RENEWALS AND REDUCTIONS IN FORCE

|   |                 |
|---|-----------------|
| <b>/ Total of Classified Staff/Non-Classified Staff (including WVU Research Corp. and FEAP)</b> | <b>97</b>       |
| <b>/ From Administrative Units or Academic Support Units</b>                                    | <b>64 (66%)</b> |
| <b>/ From Colleges and Schools</b>  | <b>33 (34%)</b> |

# **FY2024 FINANCIAL PLAN**

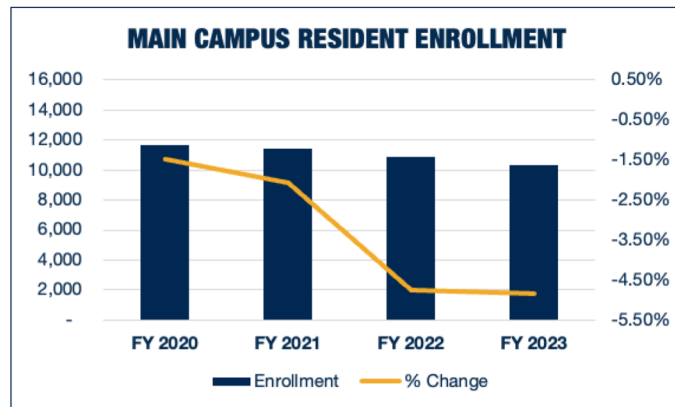
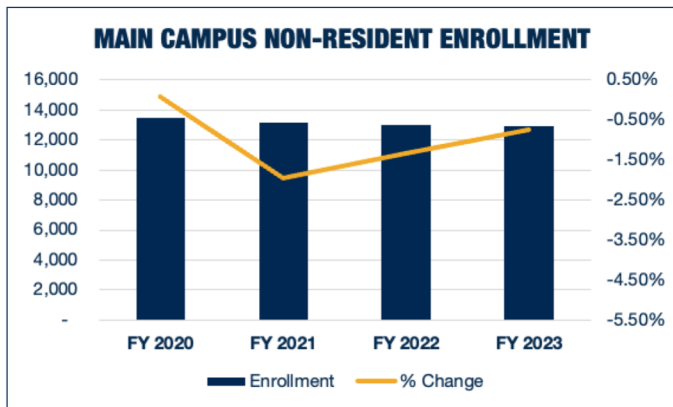
# Summary of University Revenues and Expenses

|   | FY2022 ACTUALS  | FY2023 PROJECTIONS | FY2024 BUDGET   | FY2023 TO FY2024 DIFFERENCE |
|---|-----------------|--------------------|-----------------|-----------------------------|
| REVENUES  |                 |                    |                 |                             |
| Total Net Tuition and Fees                              | \$417,624,000   | \$407,419,000      | \$406,502,000   | (\$917,000)                 |
| Total State Appropriations                              | 165,738,000     | 186,725,000        | 190,344,000     | 3,619,000                   |
| Other Appropriations                                    | 10,372,000      | 11,500,000         | 13,100,000      | 1,600,000                   |
| COVID-19 Federal Support                                | 53,962,000      | –                  | –               | –                           |
| Capital Grants and Contract Revenues                    | 55,471,000      | –                  | –               | –                           |
| Total Non-Capital Grant and Contract Revenues           | 310,018,000     | 331,070,000        | 358,989,000     | 27,919,000                  |
| Auxiliaries   | 124,564,000     | 127,525,000        | 130,593,000     | 3,068,000                   |
| Other Revenues  | 70,116,000      | 142,244,000        | 140,211,000     | (2,033,000)                 |
| Total Revenues  | \$1,207,865,000 | \$1,206,483,000    | \$1,239,739,000 | \$33,256,000                |
| EXPENSES  |                 |                    |                 |                             |
| Total Salaries and Wages                                | 565,072,000     | 600,708,000        | 593,525,000     | (7,183,000)                 |
| Total Benefits  | 107,501,000     | 172,372,000        | 175,743,000     | 3,371,000                   |
| Total Supplies and Other Services                       | 258,548,000     | 228,228,000        | 233,385,000     | 5,157,000                   |
| Total Depreciation and Amortization                     | 104,084,000     | 119,381,000        | 106,411,000     | (12,970,000)                |
| Federal Relief Expenses                                 | 27,272,000      | –                  | –               | –                           |
| Utilities   | 34,130,000      | 38,521,000         | 36,033,000      | (2,488,000)                 |
| Scholarship and Fellowship                              | 72,338,000      | 74,384,000         | 73,940,000      | (444,000)                   |
| Interest Payments                                       | 33,298,000      | 32,486,000         | 36,906,000      | 4,420,000                   |
| Other   | 5,230,000       | 50,000             | 588,000         | 538,000                     |
| Total Expenses  | \$1,207,473,000 | \$1,266,130,000    | \$1,256,531,000 | (\$9,599,000)               |
| Net Position  | \$392,000       | (\$59,647,000)     | (\$16,792,000)  | \$42,855,000                |
| Net Position Excluding Amortization of Donated Software | \$27,937,000    | (\$16,851,000)     | \$10,997,000    | \$27,848,000                |

View the full **Fiscal Year 2024 Financial Plan** at [go.wvu.edu/FY2024-financial-plan](https://go.wvu.edu/FY2024-financial-plan)

# Enrollment

|                                    | FIRST-TIME FRESHMAN | UPPERCLASS UNDERGRADUATE | GRADUATE     | TOTAL ENROLLMENT |
|------------------------------------|---------------------|--------------------------|--------------|------------------|
| <i>Main Campus Total</i>           | 4,500               | 13,030                   | 5,560        | 23,090           |
| <i>WVU Tech at Beckley</i>         | 365                 | 595                      | -            | 960              |
| <i>WVU Potomac State at Keyser</i> | 318                 | 732                      | -            | 1,050            |
| <b>System Total</b>                | <b>5,183</b>        | <b>14,357</b>            | <b>5,560</b> | <b>25,100</b>    |



# Proposed FY2024 Tuition and Fees Per Semester

|                             | CURRENT FY2023 | PROPOSED FY2024 | \$ INCREASE | % INCREASE |
|-----------------------------|----------------|-----------------|-------------|------------|
| Undergraduate, Resident     | \$4,692        | \$4,824         | \$132       | 2.81%      |
| Undergraduate, Non-Resident | \$13,284       | \$13,680        | \$396       | 2.98%      |
| Graduate, Resident          | \$5,301        | \$5,454         | \$153       | 2.89%      |
| Graduate, Non-Resident      | \$13,725       | \$14,130        | \$405       | 2.95%      |

# Financial Support for Students

|  | FY2022 ACTUALS       | FY2023 PROJECTIONS   | FY2024 BUDGET        |
|--|----------------------|----------------------|----------------------|
| <i>University Tuition</i>  | \$393,811,000        | \$415,780,000        | \$410,258,000        |
| <i>University Fees</i>   | 23,779,000           | 13,633,000           | 11,965,000           |
| <i>College Tuition</i>   | 65,539,000           | 60,040,000           | 66,054,000           |
| <i>Other Student Fees</i>  | 29,828,000           | 15,935,000           | 15,610,000           |
| <b>Gross Tuition</b>   | <b>\$512,957,000</b> | <b>\$505,388,000</b> | <b>\$503,887,000</b> |
|  |                      |                      |                      |
| <i>Pell Grants</i>   | 25,855,000           | 25,500,000           | 25,500,000           |
| <i>Other Federal, State and Local Grants</i>   | 3,107,000            | 2,800,000            | 2,800,000            |
| <i>Promise Scholarships</i>  | 21,411,000           | 23,000,000           | 21,000,000           |
| <i>Foundation</i>  | 13,853,000           | 14,744,000           | 15,500,000           |
| <b>Total Externally Funded Aid</b>   | <b>\$64,226,000</b>  | <b>\$66,044,000</b>  | <b>\$64,800,000</b>  |
|  |                      |                      |                      |
| <i>Undergraduate Merit Waivers</i>   | 7,342,000            | 5,175,000            | 5,200,000            |
| <i>Graduate Merit Waivers</i>  | 7,888,000            | 9,583,000            | 9,500,000            |
| <i>Institutional Scholarships</i>  | 116,167,000          | 121,211,000          | 119,461,000          |
| <b>Total Internally Funded Aid</b>   | <b>\$131,397,000</b> | <b>\$135,969,000</b> | <b>\$134,161,000</b> |
|  |                      |                      |                      |
| <b>Net Tuition Paid by Students - Net of Revenue Allowances and Scholarships Expense</b> | <b>\$317,334,000</b> | <b>\$303,375,000</b> | <b>\$304,926,000</b> |

View the full **Fiscal Year 2024 Financial Plan** at [go.wvu.edu/FY2024-financial-plan](https://go.wvu.edu/FY2024-financial-plan)



# Reducing the Financial Burden of University Students

Average federal debt of students who graduate with a four-year degree from a public university in the U.S.:

**\$37,000** Source: Education Data Initiative

Average student loan debt for May 2022 graduates earning bachelor's degrees across WVU's three campuses:

**\$12,000**

**41%**

of WVU's May 2022 graduates earning bachelor's degrees graduated with

**NO DEBT.**

Average student loan debt for resident May 2022 graduates earning bachelor's degrees:

**\$11,438**

**(43.1% HAD NO DEBT)**

Average student loan debt for non-resident May 2022 graduates earning bachelor's degrees:

**\$13,254**

**(38.3% HAD NO DEBT)**

# QUESTIONS?

Please post your question in the Q&A box at the bottom of your screen.

# STAY INFORMED

- ✓ Stay tuned for additional Campus Conversations.
- ✓ An archived version of this Campus Conversation will be available at [transformation.wvu.edu](https://transformation.wvu.edu).
- ✓ Email [transformation@mail.wvu.edu](mailto:transformation@mail.wvu.edu) with any questions related to the WVU Transformation.