



# **CAMPUS CONVERSATION**

## **WVU Transformation**

August 24, 2023

# WHAT WE WILL COVER TODAY

- / How today will work
- / Presentation from:
  - / **Rob Alsop**, Vice President for Strategic Initiatives
  - / **Maryanne Reed**, Provost and Vice President for Academic Affairs
  - / **Mark Gavin**, Associate Provost for Academic Budget, Facilities and Strategic Initiatives
  - / **Lou Slimak**, Associate Provost for Curriculum and Assessment
  - / **Stephanie Taylor**, Vice President and General Counsel
  - / **Dr. Gordon Gee**, President
- / Discussion: Q&A session

# **POSITIONING WVU FOR THE FUTURE**

# REDUCING EXISTING EXPENSES TO MANAGE AND ALLOW FOR REINVESTMENT

- ✓ Since FY2016, we have made targeted reductions and reallocations of spending in excess of **\$160 million**.
  - ✓ Reductions in FY2017 — **\$29 million**
  - ✓ Reductions in FY2018 — **\$20 million**
  - ✓ Reductions in FY2019 — **\$5 million**
  - ✓ Reductions in FY2020 — **\$15 million**
  - ✓ Reductions in FY2021 — **\$35 million**
  - ✓ Reductions in FY2022 — **Maintained FY2021 Reductions**
  - ✓ Reductions in FY2023 — **Mid year in excess of \$15 million**
  - ✓ Reductions in FY2024 — **\$21 million**
- ✓ WVU currently has a **hiring freeze** with limited exceptions and is limiting spending to areas of critical need.
- ✓ We must begin to invest in those areas that will differentiate us and serve our land-grant mission.

# NON-ACADEMIC TRANSFORMATION PRE-2024

- ✓ Legislative Freedom Agenda
- ✓ Budget Cuts to Central Units
- ✓ Furloughs During COVID-19
- ✓ Shared Services
- ✓ Managed Printing
- ✓ Outsourcing Dining
- ✓ Voluntary Separation Incentive Program
- ✓ West Virginia Forward
- ✓ Spend Restrictions Memorandum
- ✓ Hiring Freeze
- ✓ Soft Phones
- ✓ IT Consolidation
- ✓ Strategic Procurement Spend Policies
- ✓ Public Private Partnerships
- ✓ Energy Efficiency

# WVU'S TRANSFORMATION

- ✓ As West Virginia University continues its transformation to become a land-grant university of the future, we must think differently and evolve how we operate.
- ✓ Our future success requires us to take a close look at all areas of our University — including **Strategic Initiatives** — to ensure we are operating as efficiently and cost-effectively as possible.
- ✓ Similar to the recent review of **Academic Support Units**, we will be evaluating all aspects of **Strategic Initiatives** in the coming weeks to ensure we are:
  - ✓ Maximizing operational efficiencies
  - ✓ Measuring our successes using metrics that matter
  - ✓ Aligning our operations to support **WVU's First Principles**

# WVU'S TRANSFORMATION

- ✓ **Strategic Initiatives** has worked diligently throughout the past several years to reduce our budgets and make the most of our limited financial resources.
- ✓ Amid our financial challenges, we have strived to maintain or enhance many of the services and support we provide to our students, faculty, staff and visitors.
- ✓ The **Strategic Initiatives** assessment will help ensure we continue to be organized for success and remain focused on supporting WVU's transformation and serving the needs of our University.

# **ASSESSMENT DETAILS**



# AREAS FOR ASSESSMENT



**AUXILIARY AND  
BUSINESS SERVICES**



**CORPORATE  
RELATIONS**



**DINING SERVICES**



**FINANCE**



**GOVERNMENT  
RELATIONS**



**INFORMATION  
TECHNOLOGY SERVICES**



**REAL ESTATE  
OPERATIONS**



**SHARED SERVICES**



**TALENT AND CULTURE**



**UNIVERSITY POLICE**

# ASSESSMENT SOURCES

- / Sources and data points for the assessment will involve a variety of inputs, including:
  - / Self-study surveys
  - / Stakeholder surveys (faculty, staff and students)
  - / Organizational charts
  - / Job descriptions
  - / Personnel rosters
  - / Operating budgets
  - / Follow-up interviews

# EVALUATION CRITERIA

- Similar to the **Academic Support Unit** review, evaluation criteria for the **Strategic Initiatives** assessment will focus on:
  - Strategic alignment
  - Evidence base/data utilization
  - Revenue generation/student success
  - Effectiveness of operations
  - Budget reduction planning
  - Collaborative approach

# POTENTIAL OUTCOMES

- / Following the **Strategic Initiatives** assessment, potential outcomes may include:
  - / Continue at the current level of activity and/or staffing
  - / Reduce the level of activity and/or staffing
  - / Revise mission
  - / Consolidate/combine in part or whole with another unit
  - / Discontinue unit

# SUMMARY

- ✓ We fully recognize this assessment and the changes we are undergoing as an institution can be challenging and unsettling.
- ✓ Please know we are committed to conducting this assessment in a fair, transparent and sensitive manner.
- ✓ As part of our overall transformation to become a responsive, relevant university system, this assessment is a necessary step to ensure we are meeting the needs of current and future Mountaineers.

# OTHER NON-ACADEMIC REVIEW

- / Academic Service Units
- / Student Life
- / University Relations and Enrollment Management
- / Research Office
- / President and Provost Office
- / Senior Administrator Review

# **REORGANIZATION OF TALENT AND CULTURE**

# **ACADEMIC TRANSFORMATION**



# PROGRAMS AND UNITS IDENTIFIED FOR FORMAL REVIEW

*Announced July 10, 2023.*

Number of units identified for review	✓ 25 of 52	(48%)
Number of programs identified for review <i>(Note that this does not include some excluded programs)</i>	✓ 111 of 238	(47%)
Number of students (by major) in programs within departments identified for review <i>(Note that this does not include some excluded programs)</i>	✓ 6,293 of 18,892	(33%)
Number of full-time faculty within the departments identified for review	✓ 590 of 1,230	(48%)

# PRELIMINARY RECOMMENDATIONS

## INFORMATION CONSIDERED

- ✓ Review of student demand, instructional activity, faculty count, revenue trends and department costs
- ✓ Review of self-study reports
- ✓ Feedback from deans and their administrative leads
- ✓ Feedback and guidance from University senior leadership

# SUMMARIZING PRELIMINARY RECOMMENDATIONS

	Total	% of those majors identified for formal review	% of all 338 majors on the main and HSC campuses
<b>Programmatic Actions (at the major level)</b>			
Continue with no specific action	18	14%	5%
Continue with specific action	50	39%	15%
Development of a cooperative program	15	12%	4%
Discontinue	32	25%	9%
No action - Exempt	13	10%	4%
	<b>128</b>		

# SUMMARIZING PRELIMINARY RECOMMENDATIONS

	All Primary Major Students	Total Enrollment (as of 8/16/23)	%
Undergraduate	147	18,821	0.70%
Graduate	287	5,545	5.20%
<b>Total</b>	<b>434</b>	<b>24,366</b>	<b>1.70%</b>

<b>Total Faculty Reductions</b>	<b>169</b>
Total faculty FTE (per 2023 HEPC Freeze File - with clinicals, instructional, research, service, library)	2326
% Reduction	7.27%

# PROGRAM REVIEW APPEALS

- ✓ Appeal hearings run Thursday, August 24 – Friday, September 1
- ✓ 19 of 25 units will appeal
- ✓ Potential results of appeals
  - ✓ Amended programmatic recommendations
  - ✓ Changes to the required reduction in faculty
- ✓ Provost's Office Final Recommendations will be returned to units within 3 business days

# PROGRAM REVIEW APPEALS

- ✓ Changes made to the appeals process
  - ✓ Chairs can bring an additional faculty member to assist with appeal presentation
  - ✓ One representative from the unit can present a dissenting opinion or alternative plan
  - ✓ Expanded the total time of the appeal hearing to 90 minutes
  - ✓ Appeal “forms” are now open-ended and allow for any information to be included

# NEXT STEPS

DATE	ACTION
<b>Aug. 21 – Sept. 5</b>	Appeals heard (17 units appealing, as of Aug. 17, 2023)
<b>Aug. 22 – Sept. 8</b>	Faculty may submit written comments for review of Board of Governors and/or sign up to speak at the Board of Governor's meeting on September 14
<b>Sept. 14</b>	Public comment session at BOG meeting
<b>Sept. 15</b>	BOG votes on final recommendations
<b>Sept. 18</b>	Campus Community notified of Board of Governors' approval of specific programs that are subject to Program Reduction and Discontinuation
<b>Oct. 16 (week of)</b>	Reduction in Force/Non-Renewal Notifications to Individual Faculty and Staff

## **SUPPORT FOR FACULTY**

- ✓ Notice and Severance
- ✓ Increased staffing of FSAP
- ✓ Outplacement Services

## **SUPPORT FOR STUDENTS**

- ✓ Communicating commitment to teach out / degree completion
- ✓ Advising students of their options / opportunities
- ✓ Student mental health services



**OPPORTUNITY  
FOR COMMENT**

# PROVIDING COMMENTS TO BOARD OF GOVERNORS

Following the appeal process, the Final Recommendations will be placed on the Public Agenda for the **September 15, 2023**, Board of Governors meeting for a vote by the Board. You have two opportunities to provide comments to the Board of Governors in advance of September 15 meeting.

## OPTION #1: SUBMIT WRITTEN COMMENTS

- ✓ You can provide a written comment about a Provost's Office Final Recommendation or about WVU Transformation generally by completing the online comment form.
- ✓ URL: [go.wvu.edu/sept-comment-form](https://go.wvu.edu/sept-comment-form)
- ✓ To ensure that the Board members have appropriate time to review any comments received, we ask that you please submit your comments at least two days **in advance of September 14**.

# PROVIDING COMMENTS TO BOARD OF GOVERNORS

## OPTION #2: SIGN UP TO SPEAK AT BOG MEETING

- ✓ If you wish to sign-up to speak at a BOG meeting, you may do so by completing the online form.
- ✓ URL: [go.wvu.edu/sept-sign-up](https://go.wvu.edu/sept-sign-up)
- ✓ If possible, please try to submit your request to speak at least **two days in advance of September 14**. However, you will still be able to sign up in-person prior to the start of the September 14 meeting.
- ✓ Depending on the number of individuals that sign up to speak, the Board may limit the number of speakers who may address them on a particular Final Recommendation.
- ✓ The time that each speaker can speak will be determined based upon the number of speakers. Each speaker is likely to be given a maximum of three minutes each.

# 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).
- ✓ A reminder that the data is available at [provost.wvu.edu/academic-transformation](https://provost.wvu.edu/academic-transformation) and 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.