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
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
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.*

<table>
<thead>
<tr>
<th>Metric</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of units identified for review</td>
<td>25 out of 52</td>
<td>(48%)</td>
</tr>
<tr>
<td>Number of programs identified for review (Note that this does not include some excluded programs)</td>
<td>111 out of 238</td>
<td>(47%)</td>
</tr>
<tr>
<td>Number of students (by major) in programs within departments identified for review (Note that this does not include some excluded programs)</td>
<td>6,293 out of 18,892</td>
<td>(33%)</td>
</tr>
<tr>
<td>Number of full-time faculty within the departments identified for review</td>
<td>590 out of 1,230</td>
<td>(48%)</td>
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</table>
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**

<table>
<thead>
<tr>
<th>Programmatic Actions (at the major level)</th>
<th>Total</th>
<th>% of those majors identified for formal review</th>
<th>% of all 338 majors on the main and HSC campuses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue with no specific action</td>
<td>18</td>
<td>14%</td>
<td>5%</td>
</tr>
<tr>
<td>Continue with specific action</td>
<td>50</td>
<td>39%</td>
<td>15%</td>
</tr>
<tr>
<td>Development of a cooperative program</td>
<td>15</td>
<td>12%</td>
<td>4%</td>
</tr>
<tr>
<td>Discontinue</td>
<td>32</td>
<td>25%</td>
<td>9%</td>
</tr>
<tr>
<td>No action - Exempt</td>
<td>13</td>
<td>10%</td>
<td>4%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>128</strong></td>
<td><strong>100%</strong></td>
<td><strong>338%</strong></td>
</tr>
</tbody>
</table>
## SUMMARIZING PRELIMINARY RECOMMENDATIONS

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

### Total Faculty Reductions

<table>
<thead>
<tr>
<th>Total Faculty Reductions</th>
<th>169</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total faculty FTE (per 2023 HEPC Freeze File - with clinicals, instructional, research, service, library)</td>
<td>2326</td>
</tr>
<tr>
<td>% Reduction</td>
<td>7.27%</td>
</tr>
</tbody>
</table>
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
<table>
<thead>
<tr>
<th>DATE</th>
<th>ACTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aug. 21 – Sept. 5</td>
<td>Appeals heard (17 units appealing, as of Aug. 17, 2023)</td>
</tr>
<tr>
<td>Aug. 22 – Sept. 8</td>
<td>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</td>
</tr>
<tr>
<td>Sept. 14</td>
<td>Public comment session at BOG meeting</td>
</tr>
<tr>
<td>Sept. 15</td>
<td>BOG votes on final recommendations</td>
</tr>
<tr>
<td>Sept. 18</td>
<td>Campus Community notified of Board of Governors’ approval of specific programs that are subject to Program Reduction and Discontinuation</td>
</tr>
<tr>
<td>Oct. 16 (week of)</td>
<td>Reduction in Force/Non-Renewal Notifications to Individual Faculty and Staff</td>
</tr>
</tbody>
</table>
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

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

- 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.
- A reminder that the data is available at provost.wvu.edu/academic-transformation and at transformation.wvu.edu
- Email transformation@mail.wvu.edu with any questions related to the WVU Transformation.