



CAMPUS CONVERSATION
WVU Academic Transformation
September 20, 2023

WHAT WE WILL COVER TODAY

- / How today will work
- / Presentation from:
 - / **Dr. Gordon Gee**, President
 - / **Mark Gavin**, Associate Provost for Academic Budget, Facilities and Strategic Initiatives
 - / **Stephanie Taylor**, Vice President and General Counsel
 - / **Tracy Morris**, Associate Provost for Academic Personnel
 - / **Fred King**, Vice President for Research
 - / **Rob Alsop**, Vice President for Strategic Initiatives
- / Discussion: Q&A session



FOUR AREAS OF WORK

**/ Academic Program Portfolio Review
and Realignment**

/ Academic Restructuring

/ Academic Support Units

/ Academic Efficiencies

PURPOSE

- ✓ **GOAL:** Create a more focused and cost-efficient suite of academic support services that support the academic units and serve student's needs
- ✓ Look at appropriateness of and opportunities to adjust:
 - Mission
 - Personnel
 - Operations

PROCESS

20 ACADEMIC SUPPORT UNITS (ASU) REVIEWED

- / Self studies
- / Stakeholder surveys
 - Faculty
 - Staff
 - Students
- / Budgets
- / Organizational charts, personnel rosters and job descriptions
- / Discussions with unit leaders

POSSIBLE OUTCOMES

✓ Possible Outcomes

- Continuance at the current level of activity
- Continuance at the current level of activity with specific action
- Continuance at a reduced level of activity
- Identification of the unit for further development
- Development of a cooperative unit
- Discontinuance

✓ ASU reviews are not governed by BOG rules

✓ Outcomes are not appealable

RESULTS

- ✓ Results will be posted on Provost's Office Academic Transformation website
 - provost.wvu.edu/academic-transformation/academic-support-units
 - Recommendation letters and summaries of stakeholder feedback
- ✓ Institutional Research ASU review results are forthcoming

CAREER SERVICES

- ✓ Continuance at the current level of activity with specific action
- ✓ Currently understaffed, owing to some vacancies that have not been filled
- ✓ Area of investment that is critical to student success
- ✓ Task force established to recommend changes within the next two months
- ✓ Looking for better integration into college-level curriculum/experiences
- ✓ Exploring a hybrid model with both centralized and decentralized components
- ✓ Exploring the relationship with the recently launched Purpose Center

LIBRARIES

- ✓ Continuance at a reduced level of activity
- ✓ Operating budget reduction already realized in previous fiscal years
- ✓ Working on an additional budget reduction of up to \$800,000
 - Collaborative effort with Dean Karen Diaz
 - Savings achieved through a restructuring plan to be submitted by December 1, 2023
 - Non-renewal notifications sent Dec. 8-15
 - Changes will not compromise service or materials
 - Changes will not result in facility closures

TEACHING AND LEARNING COMMONS

- ✓ Continuance at a reduced level of activity
- ✓ Shift to a more focused mission around the development of instructional skills (plan due by November 17, 2023)
 - Observe and evaluate classroom instruction
 - Evaluate the quality and consistency of courses across modalities
 - Mentor faculty/instructors
 - Provide training workshops
 - Support the scholarship of teaching and learning
- ✓ Shift out to other units
 - Classroom technology
 - Instructional design
 - Badging/micro-credentialing
 - Zoom and related functions

WVU ONLINE

- / Continuance at the current level of activity with specific action
- / Critical to enrollment growth, especially for non-traditional learners
- / Develop a plan to address:
 - Comprehensive marketing strategy
 - Necessary technology infrastructure
 - Identification and pursuit of existing and new growth-oriented programming
 - Contemporary, responsive approach to instructional design

PROCESS FOR REDUCTION IN FORCE (RIF)

WHAT HAPPENS NEXT?

- ✓ The Provost's Office, in consultation with the Dean's Office and/or Chair, will create a Reduction in Force ("RIF") plan. This plan will determine which Faculty will be selected to remain and which will be subject to a Reduction in Force or receive notification that their contracts are ending (based upon faculty position type).
- ✓ This group will also review all the non-classified and classified staff positions within the unit for any potential elimination. This is separate and apart of the recommendations made through the academic transformation process.
- ✓ The finalized RIF Plans will be presented to the University RIF Committee for review and approval or rejection.
 - ✓ The University RIF Committee includes representatives from the Provost's Office, Strategic Initiatives, and Employee Relations, with advice from the Office of General Counsel.

WHAT IS THE TIMELINE?

DATE	ACTIONS
Sept. 18	<ul style="list-style-type: none">Notification with detailed information about the RIF/non-renewal process was sent to faculty in affected units.Please note that if you have previously submitted a written resignation letter or retirement notification ending your employment at or before the end of this academic year, you will not receive an Affirmation Form.
By Sept. 30	<ul style="list-style-type: none">Faculty must return Affirmation Forms.Through this form faculty in units with program reductions affirm whether they wish to be considered for retention. This form also notes whether there will be changes to the standard workload expectations for the unit.
Oct. 3-15	<ul style="list-style-type: none">RIF Plans will be finalized and reviewed by the University RIF Committee.

DATE	ACTIONS
<p>By Oct. 16</p>	<ul style="list-style-type: none"> / If a faculty or staff member's position is eliminated, an individual meeting will be held, if possible, on or before Oct. 16. <ul style="list-style-type: none"> / To ensure Faculty and Staff members receive timely notification, if an individual meeting cannot be scheduled, Faculty and Staff members in those units will receive an individualized email indicating the results of the RIF Plan and whether their position has been eliminated or retained by 5:00 p.m. on Oct. 16. / If a faculty or staff member's position is eliminated, they will receive the following documentation: <ul style="list-style-type: none"> / Formal notification of the Reduction in Force or contract non-renewal, including the faculty or staff member's last date of employment (at the individualized meeting or via email); / Severance Agreement where applicable (via email); / Information on how to set up an individualized meeting with human resource professionals regarding benefits, the Severance Agreement, or other matters (via email); / How to sign up for a due process hearing for faculty or classified staff subject to a RIF (via email); and / FAQs on key informational items (via email). / If a faculty or staff member's position is not eliminated, they will receive an email notification from their Dean or Chair that their position will be retained. Chairpersons/Deans will then follow-up regarding any changes to annual workload assignments for Faculty.

DATE	ACTIONS
Week of Oct. 23	/ Due Process Hearing for faculty or classified staff subject to a RIF will be conducted.
By Oct. 30	/ Results of Due Process Hearings provided to faculty or classified staff subject to a RIF.
Dec. 1	/ Last date to sign and return Severance Agreement .

WHAT IS THE AFFIRMATION FORM?

- ✓ If you wish to be considered for retention as a faculty member within your program (e.g., Program Reduction) or be considered for retention to participate in a teach out for your program (e.g., Program Discontinuation), you must complete the Affirmation Form by 11:59:59 p.m. on Sept. 30, 2023.
- ✓ The form will also indicate if there will be a change in workload distribution in your unit.
 - ✓ Normally, the course load for tenured/tenure-track faculty in an academic unit that offers undergraduate programs only will be three courses per semester (3:3).
 - ✓ The course load for tenured/tenure-track faculty contributing to master's level programs will be five courses across the academic year (3:2).
 - ✓ The course load for faculty contributing to doctoral programs and the supervision of doctoral student research will be two courses per semester (2:2).
 - ✓ The baseline course load for teaching-track faculty is four courses per semester (4:4). If selected to remain for a teach-out period, the standard workload will be four courses per semester (4:4).
 - ✓ For this purpose, "course" corresponds to a 3-credit hour course or equivalent as specified in the unit's approved workload guidelines.
 - ✓ Please direct questions about your individual workload to your academic unit leader.

WHAT IS THE AFFIRMATION FORM?

- ✓ You will receive an email on September 18 that includes a link to the Affirmation Form associated with your unit. If you did not receive an email, please contact Christopher Staples, Executive Director of Academic Personnel, at Christopher.Staples@mail.wvu.edu.
- ✓ Please note that if you have previously submitted a written resignation letter or retirement notification ending your employment at or before the end of this academic year, you will not receive an Affirmation Form.
- ✓ If you do not complete the Affirmation Form or if you otherwise indicate that you are unwilling to perform these duties, you will be automatically placed on the list of faculty who will be subject to a Reduction in Force or contract non-renewal (depending on faculty classification).
- ✓ Please note, however, that completing the Affirmation Form does not guarantee that you will be selected for retention.

If a faculty member within my unit is retiring, does that count toward the reduction of faculty positions?

- ✓ If a faculty member is part of a unit with a recommendation of faculty position reductions, and they provide notice to their Chair or Dean in writing by **Sep. 30** that they wish to retire, the University will count that retirement as one of the reductions.
- ✓ Faculty members who will retire by May 9, 2024, if they are a 9-month faculty member, or by June 30, 2024, if they are a 12-month faculty member, will be eligible to receive the 12-week severance package if they sign a severance agreement.
- ✓ If you are interested in exploring retirement, please contact WVU Benefits Strategy at 304-293-8405 or CentralBA@mail.wvu.edu to discuss retirement options and receive assistance with retirement planning.
 - ✓ The Benefits Strategy team will work with the faculty member to prepare the necessary paperwork, including a commitment to retire agreement, to support employees as they begin their transition toward retirement.
 - ✓ TIAA consultants are available for in-person or virtual retirement consultations through the fall. More details can be found on the Benefits Strategy website.

How will the University determine which faculty positions within my unit will be eliminated?

- ✓ If the number of faculty who completed the Affirmation Form indicating they want to remain is greater than the number of faculty positions to be retained in the academic unit, the Provost's Office, in consultation with the Dean's Office and/or Chair, will create the RIF plan.
- ✓ Rule 4.7 Reduction in Force (RIF), Section 3.2 provides:
- ✓ In situations where a RIF results in the elimination of some, but not all the Faculty positions within the Unit, the Provost shall evaluate the skills and qualifications of the individual Faculty Members potentially subject to the Faculty RIF. The Provost shall assist in the review process, evaluate performance criteria, and provide seniority validations. In these situations, the Provost shall consider the following factors as part of a holistic assessment:
 - ✓ 3.2.1 *Performance*: each Faculty Member's documented performance history as demonstrated in performance evaluations of record including, but not limited to, annual performance evaluations, and disciplinary history;
 - ✓ 3.2.2 *Knowledge and qualifications*: specific duties and responsibilities of each position, and the Faculty Members' knowledge and skills;
 - ✓ 3.2.3 *Seniority*: the length of service as defined by the rules established for the calculation of years of service outlined in WVU BOG Tal. & Cult. R. 3.7 – Annual Increment.

How will the University determine which faculty positions within my unit will be eliminated?

- More specifically, the Provost's Office will put together with each unit a de-identified list of all faculty within the unit initially ranking them by performance and then seniority. Those with the highest performance ratings will be at the top of the list.
 - The performance factor will be drawn from three years of annual faculty evaluation ratings in Digital Measures (including departmental FEC and Chair ratings).
 - The performance factor will also consider whether the faculty member has achieved or has not achieved any identified expectations within their Letter of Appointment.
 - If faculty members have the same performance ratings, they will be ranked by seniority with those with more seniority above others with less seniority.
- Next, working with the Deans' Office and/or Chairs, the Provost's Office will determine what objective and verifiable special skills are needed within the unit, and faculty members with those skills will be prioritized for retention.
 - The relative importance of various qualification variables may differ by nature of the unit.

Who is eligible for a Severance Package?

- Faculty severance packages are available to tenured, tenure-track, teaching-track / service-track faculty (regardless of contract end date), clinical-track faculty, and librarian-track faculty who are subject to a Reduction in Force or contract non-renewal following an academic program review this year that resulted in a Program Reduction or Discontinuation. Research-track and lecturers are not eligible for a severance package.
- Detailed information on the Faculty Severance Package Schedule can be found at policies.wvu.edu/faculty-and-classified-staff-severance-package-schedule
- In order to receive the severance package payment, you must sign and return your severance agreement by Dec. 1, 2023.
- In accordance with BOG Faculty Rule 4.7, any Severance Agreement must contain a statement indicating that the faculty member releases all claims against the University.
- If a faculty member chooses not to execute the Severance Agreement, WVU will still move forward with the RIF or contract non-renewal. If an individual leaves before their contract end date, they waive the right to their severance payments.

Who is eligible for a Severance Package?

- ✓ All benefits eligible faculty who are involuntarily terminated (including subjected to a Reduction in Force or contract non-renewal) may elect to continue their PEIA insurance for three additional months after their termination date. The faculty member would continue to pay their same employee premium during this three-month period.
- ✓ If a faculty member's position will be eliminated, but they are asked to remain through a teach-out period beyond May 9, 2024, they will be eligible for a retention payment equivalent to twelve weeks of their base salary.
 - ✓ There will be no separate severance payment available apart from this retention payment.
 - ✓ If an individual leaves before the end date of their current contract, they waive the right to their retention payment.

If my position is eliminated, will I have the opportunity to appeal the decision?

- ✓ The ability to appeal a position elimination decision will be based on faculty classification. Tenured faculty or teaching-track and service-track faculty with contracts expiring after May 9, 2024 will be subject to a Reduction in Force and will have the opportunity to appeal this decision through a due process hearing.
- ✓ Tenure-track faculty who are in their critical year will be subject to a Reduction in Force and will have the opportunity to appeal this decision through a due process hearing.
- ✓ Tenure-track faculty who are not in their critical year will be subject to a contract non-renewal in accordance with W.Va. Code §18B-8-5.
- ✓ Teaching-track and service-track faculty with contracts ending on or before June 30, 2024, and research-track, librarian-track, clinical-track, lecturers, and FE/AP positions are subject to a contract non-renewal.

If my position is eliminated, will I have the opportunity to appeal the decision?

- ✓ If a faculty member is subject to a RIF, they will have the opportunity to request a due process hearing with a Provost's Office representative and Dean's Office representative to present any information as to why they should not be subject to the Reduction in Force.
 - ✓ More information regarding the due process appeal process will be provided in the Reduction in Force document given to individual faculty members.
- ✓ If the faculty member is subject to a contract non-renewal, there will not be an opportunity to appeal through a due process hearing.
 - ✓ However, in accordance with W. Va. Code §6C-2-1, et seq., any faculty of any classification may also utilize the West Virginia Public Employees Grievance Procedure to seek resolution for their grievable issues involving a RIF and non-renewal of appointment decisions.

A person wearing a white lab coat, a hairnet, and a face mask is working in a laboratory. They are holding a test tube and looking at it. In the foreground, there is a rack filled with many test tubes. The background shows laboratory equipment and shelves. The entire image has a warm, orange-yellow tint.

we **GET**

ASSESSMENT OF STRATEGIC INITIATIVES UNITS AND THE OFFICE OF GENERAL COUNSEL

The background of the slide features a low-angle photograph of a modern university building with tall, grey stone columns and large glass windows. Lush green trees with dense foliage are visible in the foreground and to the sides, partially obscuring the building. The sky is a pale blue with some light clouds. A solid yellow horizontal bar is positioned at the top of the slide, just above the text area.

Over the past decade, the University has worked to transform the administrative functions of the University to moderate costs and modernize business practices.

The Vice President for Strategic Initiatives and the General Counsel analyzed their units again by examining previous, current and potential future transformation efforts.

ASSESSMENT DETAILS

AREAS FOR ASSESSMENT



**AUXILIARY AND
BUSINESS SERVICES**



**CORPORATE
RELATIONS**



DINING SERVICES



FINANCE



**GOVERNMENT
RELATIONS**



**INFORMATION
TECHNOLOGY
SERVICES**



**LEGAL / GENERAL
COUNSEL'S OFFICE**



**REAL ESTATE
OPERATIONS**



SHARED SERVICES



**TALENT AND
CULTURE**



UNIVERSITY POLICE

WORK COMPLETED TO DATE

STRUCTURAL TRANSFORMATION COMPLETED 2014 – TO DATE

/ Reorganization to Align Activities, Improve Service or Reduce Costs:

- / Moved Institutional Research from Strategic Initiatives to the Office of the Provost;
- / Moved Information Technology Services from the Office of the Provost to Strategic Initiatives;
- / Reorganized units previously under Finance and Administration into Strategic Initiatives; Restructured the Facilities unit into the Auxiliary and Business Services unit;
- / Consolidated the Health Sciences Information Technology Services unit with the University's primary Information Technology Services unit; and
- / Restructured the Real Estate Operations to combine the legal aspects of our leasing management operations with the management and oversight of the Public Private Partnerships.

STRUCTURAL TRANSFORMATION COMPLETED 2014 – TO DATE

- / Adopted New Organizational Structures for Undertaking Administrative Efforts and Streamlined Business Processes:**
 - / Implemented a new Shared Services model;**
 - / Implemented a new Human Resources Partner model; and**
 - / Developed standard contractual templates that have been pre-approved by the Attorney General to add efficiencies to our contracting and procurement processes.**
- / Executed an Agreement for a Contract Manager for Dining Services**

STRUCTURAL TRANSFORMATION COMPLETED 2014 – TO DATE

/ Developed Cost-Savings Initiatives to Reduce Spend:

- /** Implemented a Voluntary Separation Incentives Program;
- /** Implemented strategic Procurement spend policies; and
- /** Developed energy management and savings initiatives.

/ Improved Governance Matters:

- /** Reviewed, revised, submitted and obtained approval of all rules of the Board of Governors;
- /** Reviewed and reissued all rules of the University Police Department (“UPD”);
- /** Developed a newly revamped financial plan document for FY2024; and
- /** Developed a new system and manual to assist leaders in managing Student Employees.

**WORK CURRENTLY IN
PROGRESS**

STRUCTURAL TRANSFORMATION CURRENTLY IN PROGRESS

- / Developing a new strategy for steam energy for University buildings for when the current contract expires in 2027**
- / Reorganization to Align Activities, Improve Service or Reduce Costs:**
 - / Restructuring the units within Talent and Culture by the end of calendar year 2023;**
 - / Moving award negotiation to the OGC from the Office of Sponsored Programs by mid-September;**
 - / Revising all internal human resources policies and procedures; and**
 - / Revising the University's Procurement Manual.**

STRUCTURAL TRANSFORMATION CURRENTLY IN PROGRESS

- ✓ Leveraging new technologies to improve efficiency, reliability, and modernize systems and business practices, but executing projects within the WVU Modernization Project, including:
 - ✓ A new budget model (Fiscal Year 2024 will be a parallel year; Fiscal Year 2025 will be solely on the new budget model);
 - ✓ A new Electronic Research Administration (“ERA”) system, to be implemented on in phases from 2025 to 2027;
 - ✓ Appropriate data management and governance policies and systems, to be implemented on an ongoing basis;
 - ✓ An overhaul of student workflows and Customer Relationship Management (“CRM”) system, to be implemented on or before June of 2024;
 - ✓ A new financial system, to be implemented on or before July 1, 2026;
 - ✓ A new Human Resources Information System, to be implemented on or before July 1, 2026; and
 - ✓ A new Student Information System, to be implemented on or before 2029.

FEEDBACK SUMMARY AND EMERGING THEMES

The background of the slide features a low-angle photograph of a modern building with tall, grey, rectangular columns and large glass windows. Lush green trees with dense foliage are visible in the foreground and to the sides, partially obscuring the building. The sky is a pale blue with some light clouds. A solid yellow horizontal bar is positioned at the top of the slide, just above the title.

Stakeholder Response Summary

A significant majority of the stakeholder responses to University surveys had a positive reaction to the operations of those units, but respondents made clear that there were instances in which responsiveness and engagement need to be improved.

STAKEHOLDER AND SELF-STUDY EMERGING THEMES



The process and implementation of several key efforts to standardize and centralize administrative processes to save costs, increase quality and allow for more strategic thinking by unit leaders were **significantly impacted by the pandemic and the financial challenges that the University is facing.**



The University is still working with **outdated and disjointed processes** in many areas, complicated by several legacy systems.



To improve customer service and provide the best chance to successfully implement the WVU Modernization Program projects, the University needs to undertake a **comprehensive review of administrative functions and processes** for better alignment, responsiveness and efficiency.

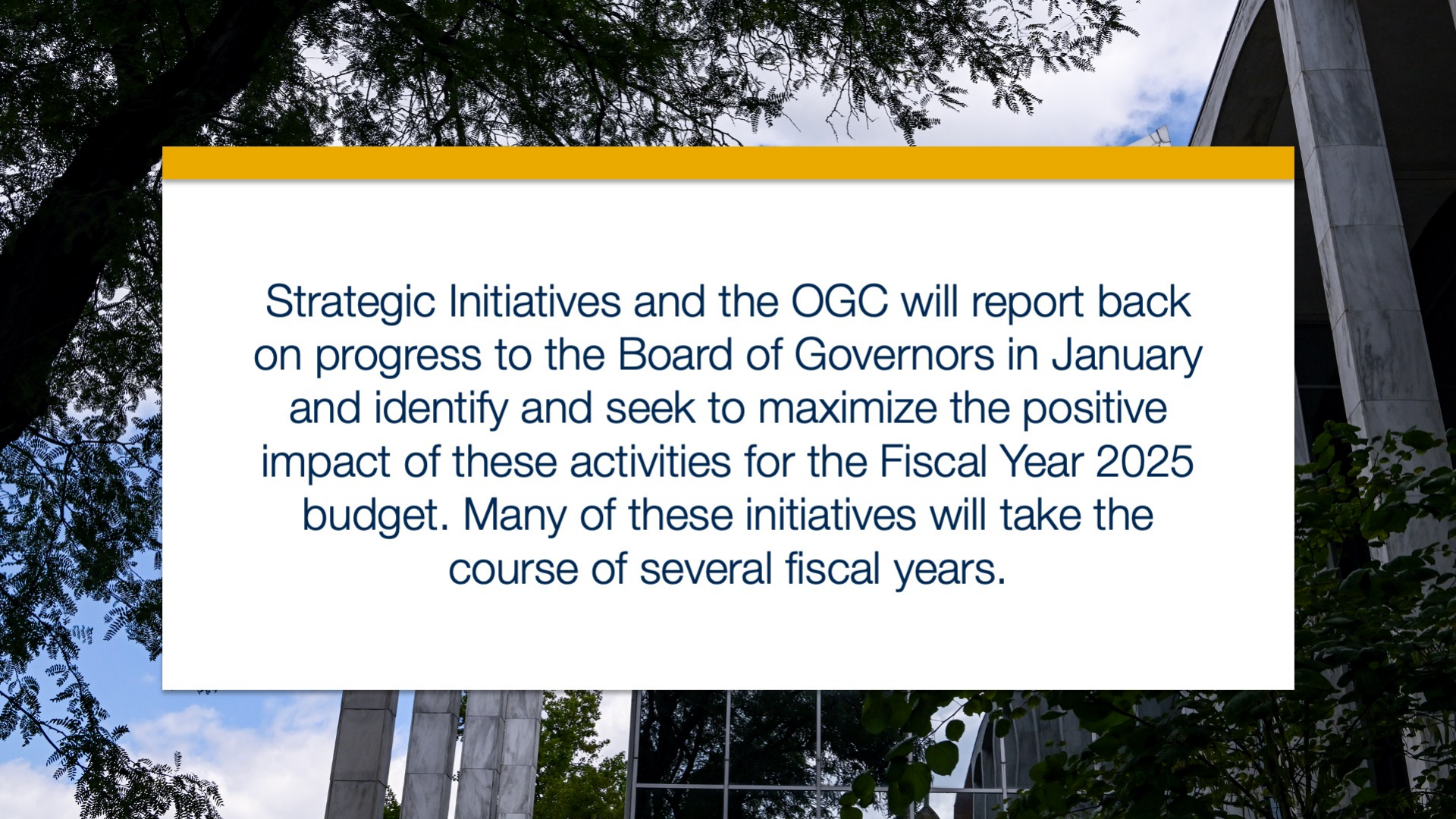
STRUCTURAL TRANSFORMATION RECOMMENDATIONS

STRUCTURAL TRANSFORMATION RECOMMENDATIONS

The following are large-scale recommendations for both reducing costs and increasing quality:

1	Enhance customer service by making transactional work more seamless, intuitive and value-added to the faculty of the University;
2	In conjunction with the WVU Modernization Program, review the business practices and policies of the institution to eliminate the use of shadow processes, duplication, inconsistencies and unnecessary costs;
3	Create better alignment amongst administrative units with a focus on adding strategic value given subject matter areas;
4	Enhance risk management efforts at the enterprise level where the management of positive and negative risk is a fundamental focus at all levels of the organization, including the creation of a University Risk Committee;
5	Develop regular engagement with Deans, Chairs and unit leaders to ensure that the Strategic Initiatives Units and the OGC have a clear understanding of unit goals and priorities and develop strategies to accomplish those goals and priorities;
6	Develop and implement a new contemporary benefits structure for classified and non-classified employees;
7	Develop a new end-to-end comprehensive payroll system better designed to meet the needs of the University;
8	Develop, implement and publish Key Performance Indicators (“KPIs”) relating to every Strategic Initiatives Unit and OGC; and task units with improving KPIs on a year-over-year basis, with a particular focus on new ways in which to identify potentially negative financial trends as soon as possible;
9	Continue to reduce the number of University fleet vehicles and improve fleet management;
10	Better integrate Health Sciences and overall University Facilities Management; and
11	Examine and move towards a new operating model for University budget officers.

**ASSESSMENT
RECOMMENDATION
NEXT STEPS**

The background of the slide features a low-angle photograph of a modern building with large glass windows and concrete pillars, partially obscured by the dense green foliage of trees. A solid yellow horizontal bar is positioned at the top of the slide, above the text area.

Strategic Initiatives and the OGC will report back on progress to the Board of Governors in January and identify and seek to maximize the positive impact of these activities for the Fiscal Year 2025 budget. Many of these initiatives will take the course of several fiscal years.

EMPLOYEE AND FINANCIAL METRICS

- ✓ As a general matter, most of the Strategic Initiative Units experienced both an FTE headcount reduction and a budget reduction, when comparing Fiscal Year 2018 (“FY2018”) data to Fiscal Year 2024 (“FY2024”) approved budgets.
- ✓ The OGC has increased its headcount by one since FY2018, by adding a person to serve as a Clery Act Coordinator (a compliance role necessary to perform certain federal regulatory functions).
- ✓ OGC’s budget has been largely stable, with increases to account for merit raise cycle to personnel and unique legal challenges that vary from year to year.
- ✓ Moreover, most units are at or below average levels when compared to appropriate peers (based on available data).

FINANCIAL METRICS

- When comparing the budgets of each of the Strategic Initiatives Units and the OGC between 2018 and 2024, several of the budgets of those units have declined on an actual basis when comparing FY2018 data to FY2024 data.
 - As an example, the operating budget for ABS has been reduced from \$56.7 million to \$51.2 million over the same timeframe, which is a reduction of approximately 10%.
 - The ITS expense budget in FY2018 was \$10.3 million and declined to \$6.7 million in FY2024.
 - Only the University Police Department has seen an increase in budget that materially exceeds the levels of inflation, resulting from the need to keep up with salary levels of local police units and invest in new technologies.

EMPLOYEE METRICS

- ✓ The Strategic Initiatives Unit and the OGC are down six director level and above positions compared to 2018, when including the elimination of the Vice President for Talent and Culture position.
- ✓ The number of FTEs of each of the Strategic Initiatives Units have declined between Fiscal Year 2018 and 2024
 - ✓ Auxiliary and Business Services has seen an FTE decline of 78 positions over that time frame, a 10% reduction of its workforce.
 - ✓ Information Technology Services is down 24 FTE, a 10% decrease.
 - ✓ Talent and Culture is down 5 FTE, a 7% reduction of its workforce.
 - ✓ The University Police Department is down 3 FTE, a 5% decrease.
- ✓ The Bureau for Labor Statistics online calculator indicates that \$100 of buying power in July of 2017 (the beginning of Fiscal Year 2018) would compare to \$124.88 of buying power currently, an increase of approximately 24%.

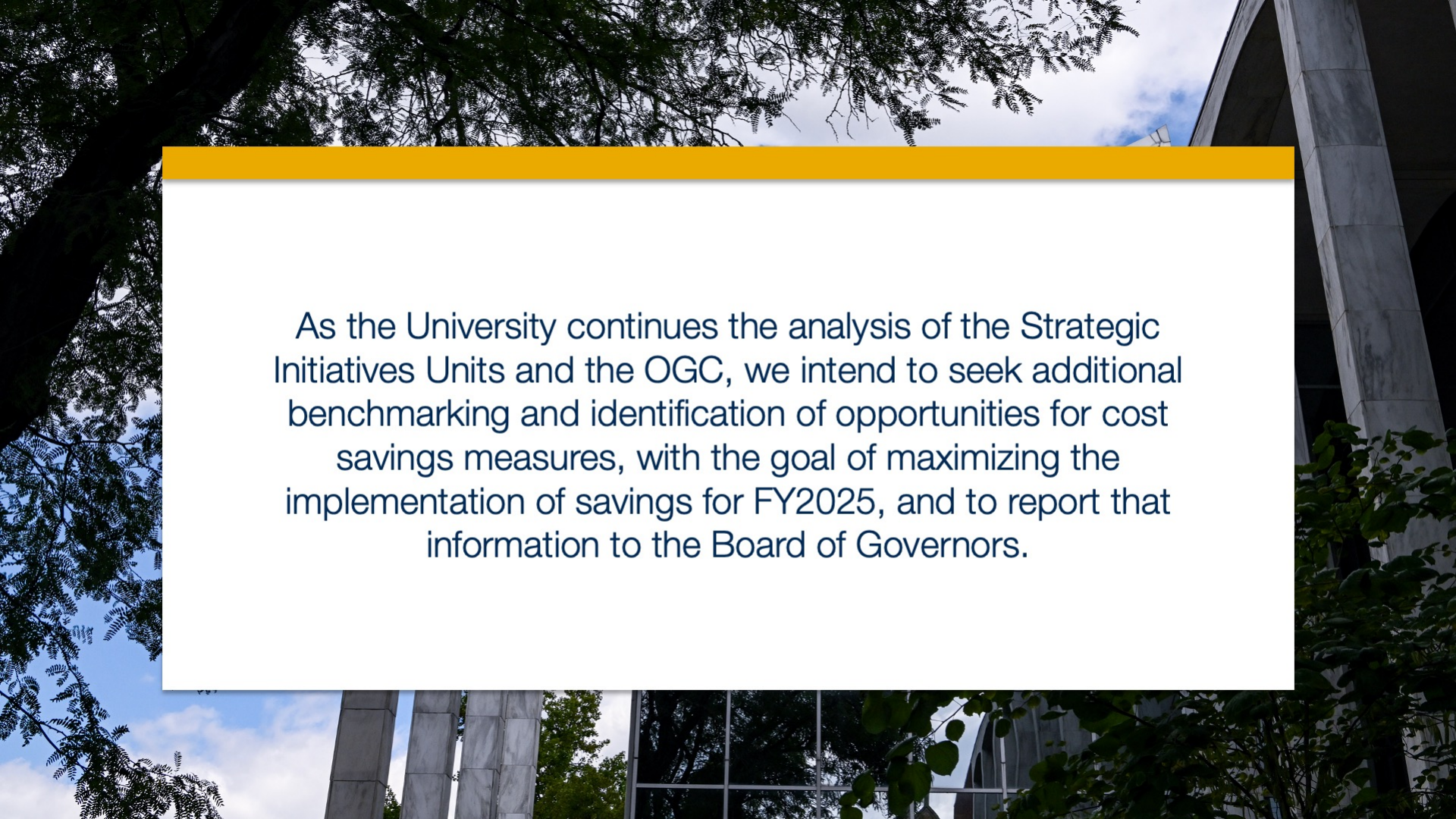
EMPLOYEE COMPARATIVE DATA AND BENCHMARKING

EMPLOYEE COMPARATIVE DATA AND BENCHMARKING

1	Facilities operating costs, which were found to be \$0.089 per gross square foot less than its peers, who averaged \$4.62/gsf.
2	The University has also more maintenance worker and grounds worker FTEs per supervisor than its peers.
3	WVU reduced its Facilities maintenance employees approximately 8% from 115 FTEs in FY2018 to 106 FTEs for FY2024. To maintain APPA Level 2, WVU needs 170 FTEs according to APPA standards.
4	With respect to custodial workers, the University works to maintain a minimum moderate level of cleanliness in our facilities, which equates to APPA Level 3 – According to APPA’s guidelines, the University would need 299 FTEs to maintain Level 3 . WVU currently has approximately 231 active FTEs.
5	University Roads and Grounds employees manage 10% more acres of land per FTE than our peers.
6	The CSHEMA tool indicates that WVU’s EH&S unit is below average in both funding and number of staff .

EMPLOYEE COMPARATIVE DATA AND BENCHMARKING

7	The University compared its EH&S unit to fourteen other units at institutions of similar size and determined that the University's EH&S unit is average in size when compared to peers.
8	Metrics developed by the Hackett Group to measure the Procurement organization and notes that cross-industry peer group on average spends 0.55% of spend on procurement with best-in-class spend of approximately 0.43%, yet WVU only spends 0.37% of its spend on procurement ; and the cross-industry peer group has 60 FTEs per \$1 billion in procurement spend with best-in-class having 42.4 FTEs per \$1 billion in procurement spend, yet WVU only has 33 FTEs per \$1 billion in spend.
9	Planning and Scheduling has less staff on average when compared to Big 12 and area peers.
10	The Sustainability unit has a current FTE count of 2 FTEs, the same as FY2018. WVU has fewer employees focusing on Sustainability than its peer institutions.
11	The Shared Services Center has never been considered fully staffed and has adjusted its personnel and workload accordingly as the financial and human resources transactional work has been fine-tuned and adjusted in the last three years. An external consultant recommended approximately 175 FTE for shared services at the University. The Shared Services unit has 123 FTEs for FY2024, which is a decrease from 129 FTEs in FY2020.
12	WVU reports a similar total number of crimes on the Annual Security and Fire Safety Report (2018-2012) as its regional peers but has a lower number of sworn police officers.

The background of the slide features a low-angle photograph of a modern university building with tall, grey stone columns and large glass windows. Lush green trees with dense foliage are visible in the foreground and to the sides, partially obscuring the building. The sky is a pale blue with some light clouds. A solid yellow horizontal bar is positioned at the top of the slide, just above the text area.

As the University continues the analysis of the Strategic Initiatives Units and the OGC, we intend to seek additional benchmarking and identification of opportunities for cost savings measures, with the goal of maximizing the implementation of savings for FY2025, and to report that information to the Board of Governors.

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.