



Three goals. One team.

WRIGHT STATE UNIVERSITY

President's Report Special Faculty Senate Meeting January 15, 2021



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- While retrenchment is in the CBA and possible, why now? Given the uncertainties with COVID, the decline in services already, faculty not being replaced, a new federal administration with a focus on education, why is this decision being made now?

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- As the AAUP-WSU and the University have agreed in the CBA, retrenchment is invoked when there has been a “significant reduction in enrollment” which has continued for at least four semesters, and which is “expected to persist”.
- We have experienced over 4 years of decline & the pandemic has exacerbated this issue even further
- Waiting and hoping is not a plan

New International Enrollments Fall 43%

Survey is first to show impact of COVID-19 on foreign students.

By

[Elizabeth Redden](#)

November 16, 2020

Fall's Enrollment Decline Now Has a Final Tally. Here's What's Behind It.

By [Dan Berrett](#)

DECEMBER 17, 2020

Few Positives in Final Fall Enrollment Numbers

Community colleges saw the largest enrollment declines this fall.

Matriculation by first-time freshmen also fell sharply.

By

[Madeline St. Amour](#)

December 17, 2020

The Demographic Cliff: 5 Findings From New Projections of High-School Graduates

By [Eric Hoover](#)

DECEMBER 15, 2020

A Decline in Transfers

Student mobility fell steeply this year as colleges dealt with other enrollment challenges.

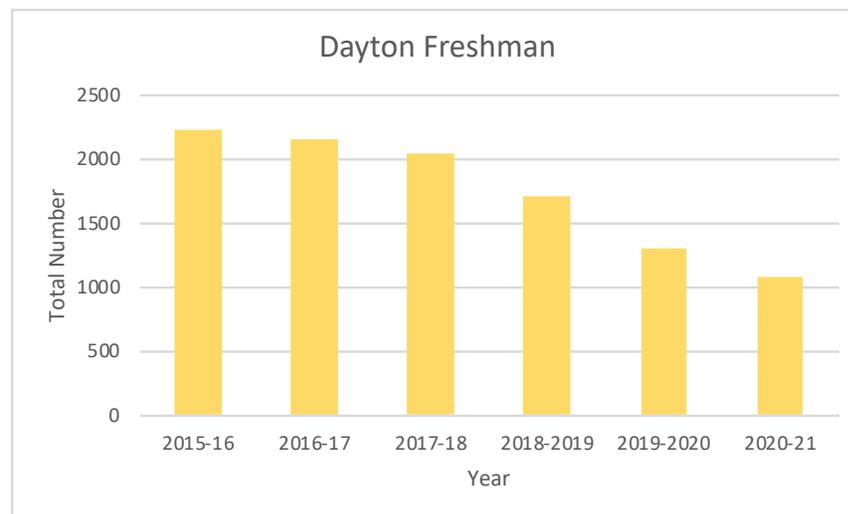
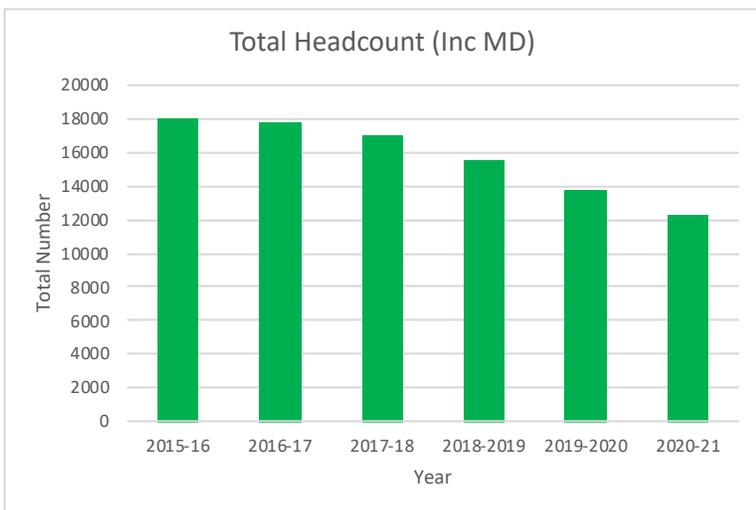
By

[Lilah Burke](#)

December 22, 2020

Enrollment History – Fall 2015-2020

Year	2015-16	2016-17	2017-18	2018-2019	2019-2020	2020-21
Total Student Headcount Including MD	18057	17771	17108	15558	13724	12234
Dayton Freshman DHS Enrolled	2231	2149	2043	1718	1306	1078



Spring Enrollment

- Day 1 Total Students (Both Campuses)
 - 10,337 Total headcount (Excluding MD)
 - Spring 2020 12,077
 - 10,806 Total headcount (Including MD students)
 - Spring 2020 12,544

Why are we seeing a decline in enrollment?

- Shrinking DFHS pool* = More competition
 - *Western Interstate Commission for Higher Education, Knocking at the College Door, 2020.
 - *US Department of Education, Projection of Education Statistics to 2027, 2019
- Ohio
 - 14 Public Universities
 - 68 Private Colleges/Universities
 - 25 Community Colleges

Incoming students:

Was Wright State your first choice of school?

- 65% Yes
- 35% No

Incoming students: Why was Wright State your first choice?

- Application requirements
- Dorms
- Campus size
- Commuting
- Imagined myself there
- Financial aid/scholarship

Students that were accepted and did not enroll – where did they go

2020	2019	2018	2017
UC	UC	Sinclair	UC
Sinclair	Sinclair	UC	Sinclair
UD	OU	OU	BGSU
OSU	OSU	BGSU	OU
OU	BGSU	OSU	OSU
BGSU	UD	Miami	UD
Miami	Miami	UD	Miami
Columbus State	UC-Blue Ash	UC-Blue Ash	UT
UT	UT	Kent	Kent
Kent	Kent	UT	Akron

What was the primary reasons they did not attend? (2020)

- COVID
- Financial Aid
- Constant Protests in the news
- Inconvenient class times
- Back up school

Retention

- 2018 IPEDS data

Institution	6 year graduation rate %	Full time Retention Rate
University of Toledo	42	76
Miami University-Oxford	79	92
University of Cincinnati-Main Campus	68	86
Wright State University-Main Campus	36	64
University of Akron Main Campus	43	72
Ohio University-Main Campus	64	81
Bowling Green State University-Main Campus	52	77
Cleveland State University	43	72
Youngstown State University	35	76
Kent State University at Kent	47	81

<https://nces.ed.gov/ipeds/use-the-data>

Retention

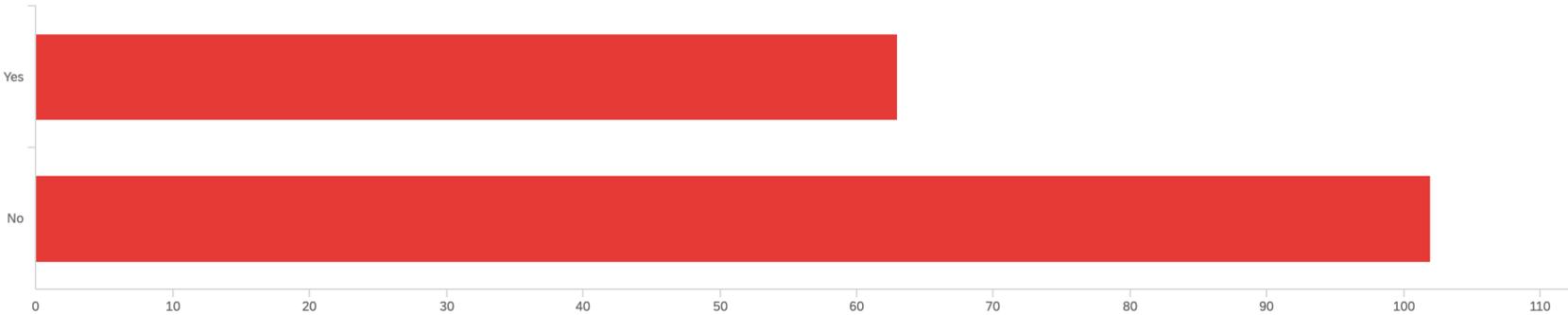
- We lose 30-35% of all first year students – WHY?
- Why Did you not return to WSU this Fall ?
 - COVID
 - Lack of in person classes
 - My athletics program was cut
 - Grades
 - Faculty
 - Personal
 - Depression

What would you improve about Wright State?

- Courses
 - User friendly curriculum
 - Less core more topic classes
 - Availability (high levels, online, evening)
- Faculty
 - Current in subject matter
 - Retain the good ones
 - Improved use of Technology
 - Listen to student feedback
- Lower the cost
 - Online
- Parking
- Housing operating procedures
- Student engagement
 - Commuter/adult
- Food (Veg, healthy)
- Racial issues
- COVID/online bad

Q2 - Could we have done anything to have influenced you to return?

Page Options ▾



What is/not within the scope of the committee on retrenchment? Are they making decisions about target numbers of faculty, or are they identifying specific faculty to be retrenched or programs to be targeted?

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- The role of the Joint Committee on Retrenchment is set forth in Articles T17.4 and N17.4 of the CBA.
- The Committee are to submit advisory recommendations to the President.
- The Administration does not anticipate that the Committee will determine the numbers of faculty to be retrenched, although it may choose to offer an opinion on such, and is not asking it to weigh in on individual retrenchment decisions, but rather envisions the Committee's role as more along the lines of suggestions on *how* to implement retrenchment and mitigate any negative effects.
- To also provide suggestions for mitigation of the need to retrench.
- The committee's role is not defined very specifically in the CBA, and thus the University's firm intention is to give the Committee the time, space and freedom to provide whatever input it collectively deems constructive and appropriate.

- What are alternatives to retrenchment that were considered prior and will be in the future?

- Retirements or other incentives
 - VRIP has been offered twice in the recent past, and there is another retirement incentive in the CBA.
- If other faculty leave once non-retrenched faculty leave/retire, will retrenched faculty be recalled immediately?
 - See CBA sections T17.7, T17.8, and N17.7. Yes, there are substantial recall provisions, essentially a right of first refusal for qualified retrenched faculty members, before the University can proceed to hire another individual to fill a relevant vacancy for two to four years going forward

- Efforts to work with AAUP-WSU in the Spring/Summer
 - University *repeatedly* asked the AAUP-WSU to sit down with the Administration and talk about other possible measures to address our challenges.
 - Numerous proposals were put forward for discussion. However the union made claims we were attempting to trap them. While that assertion was inaccurate, we offered to sit the proposal in question to the side, but they still refused to engage.
 - AAUP-WSU suggested that we instead follow retrenchment avenues that were available to us in the CBA.

- What if we see a significant increase in enrollment?
 - Given the lengthy notice periods set forth in sections T17.6.10 and N17.6.9, if enrollment suddenly increases significantly and/or other faculty leave and unanticipated vacancies/new positions are created, some retrenched faculty may be “recalled” before ever leaving.

- How have existing losses of faculty corresponded (or not) with the decline in enrollment?
 - Attrition is not strategic
 - VRIP impact was minimal with faculty in both offerings
- What about decline in administrative/staff positions?
 - Since 2016 we have seen a significant reduction in staff & administrative positions across the campus.
- What other administrative cuts are planned?
 - This is an area we are constantly reviewing. We continue to look for ways to perform core operations even more efficiently.

- What impact will retrenchment and the loss of talent have on the WSU community, and how will the university mitigate this?
 - This is a difficult process
 - We must position the university for long term success
 - What would help “mitigate” any negativity about it, and any “negative press,” more than anything else among our current and future students and their families,
 - would be for members of our internal community to refrain from the continual negative, unfounded, and even defamatory comments to anyone who will listen.

How will students be guaranteed paths to graduation with fewer class offerings and increased workload/number of students for faculty?

- We must collectively embrace every student to meet them where they are and every member of our Wright State family has to commit to provide our students the support they need to succeed.
- We will be working throughout this process to make sure all necessary courses are available to facilitate progress to degree completion.
- More importantly, if we are to grow enrollment instead of discussing its decline, we must stand out as an institution that cares deeply about every students who come through these doors

How does the university plan to mitigate the negative impact on morale for remaining faculty and guarantee their academic freedom?

- Retrenchment and academic freedom are completely unrelated.
 - No one has been, is being, or will be identified for retrenchment based on the subjects they research or the academic views they espouse, this is conflating two entirely unrelated concepts.
- <https://www.aaup.org/report/1940-statement-principles-academic-freedom-and-tenure>

What happens next

- Feb 6
 - President receives recommendations
- Feb 19
 - President provides her recommendations in a presentation to the Board
 - Board makes their determinations