

## **Institution**

1. What is the current state of the budget?
2. How was the institutional target reduction determined?
  - a. How do you see budget remediation affecting each type (cost vs. revenue or non-academic vs. academic)?
  - b. What guidelines were used to determine unit revenue/expenditure norms and how will these guidelines evolve as we move forward?
  - c. Over the past three years the university has overspent some \$65M. How was this overspending distributed between academic and non-academic units (or among cost centers and revenue centers)?
3. What remediation potential arises from the recommendations from the consultant KPMG for the areas they were contracted to analyze? (fleet, parking, printing, housing, real estate, facilities management, residence services, non-core business areas, etc.?)

## **Administration (President/Provost/VPs)**

1. How are the President and Provost Offices “leading the way?” What were the expenditure increases in these over the past three years and what is the target amount for base budget reduction (especially compared to academic unit averages)?
  - a. The FBPC forwarded several recommendations drawn from the survey of the faculty for cost savings at the administrative level. Which of these are being implemented, and when can we expect a response as to the suitability of the others?
2. It would seem difficult to justify giving large or multiple stipends to individuals already receiving large salaries. What plans are there to eliminate these and restore a sense of transparency, accountability, and stewardship?

## **Auxiliaries, Support Units, Non-Affiliated Entities**

1. What steps are being taken to require all auxiliaries and non-affiliated entities to exhibit a non-negative net budget?
2. What steps are being taken to curb overspending among auxiliary, support and non-affiliated units? What measures were used to determine the target amount for base budget reduction among these and what is that target amount?
  - a. The FBPC forwarded several pages of recommendations for cost savings within the auxiliaries, support units, and non-affiliated units. Which of these are being implemented, and when can we expect a response as to the suitability of the others?
3. The financial relationship with the VPR’s Office, WSARC and WSRI seems unnecessarily convoluted and opaque. For example, transferring large-salary individuals from WSRI to the VPR’s Office, and the “rental” arrangement for a building for which WSU loaned purchase money and then forgave the loan seem motivated to hide the real cost of the expansion of the VPR’s Office and the real cost to the university of WSRI/WSARC, etc. What steps are being taken to ensure the University’s significant investment in the expansion of research activities beyond that of the academic faculty become at least non-negative net budget entities?
  - a. Has WSARC/WSRI generated revenue, or generated a positive budget, for WSU in FY16?

## Academic units

1. How were the base budget reduction targets determined for each college? What general recommendations are you providing for how colleges should trim? Are you enforcing any guidelines?
  - a. What steps will be taken should a college or academic unit not be able to meet the targeted budget reductions?
  - b. What steps are being taken to correct budgets related to the previous Provost's Office practices of pulling back faculty vacancy credits and 'one-time funding' positions such as Academic Chairs, TET, NTE, and other core academic staff positions?
  - c. What kinds of overspending occurred in the Colleges over the past three years? How can colleges meet their academic mission when some routine expenses, ex. Adjuncts to teach Wright Core courses are not and have not been adequately base-budgeted?
2. What budget remediation efforts are colleges typically considering? What processes are in place to ensure faculty have real input in College decision making processes?
3. How does the work of the Affordability and Efficiency Taskforce play into budget reduction opportunities?