

Faculty Senate  
Provost Report  
September 12, 2016

## **Dr. Sudkamp**

### **Provost Report**

Dr. Sudkamp announced that the University has received the final report with regards to the Higher Learning Commissions reaffirmation of accreditation visit. Wright State's accreditation was reaffirmed for ten years, the maximum possible accreditation. The University will be required to submit two interim reports by June 30, 2017. The first report must "provide assurance that WSU operates with integrity in all its operations, including its auxiliary functions, and that it follows policies and processes for fair and ethical behavior on the part of its governing board, administration, faculty, and staff." The second report requirement states that "WSU needs to revise the credit hour policy to ensure that: 1). The instructional base of 750 minutes per credit hour per semester is explicitly defined as the standard, regardless of modality of delivery; and 2). Expectations for time on task for out-of-class work for courses offered in all modalities are clearly defined on a per credit hour basis."

Wright State, as required by the Board of Trustees, is currently conducting a search for a Director of Compliance. The administration expects that this position will not require any additional FTE budget lines and will make use of funding freed through VRIP or natural attrition.

The University is also seeking to fill a new Director of University Career Education. This creation of this position will help satisfy a State requirement to increase career education or risk losing State capital funds, and will also address faculty concerns regarding issues with decentralized service units.

The search for the new Associate Vice President for International Affairs will be chaired by Henry Limouze and will be underway soon. The new hire will be charged with developing and implementing a new strategic plan for international recruitment and retention.

As requested by the Faculty Senate, the University will conduct a 360-degree review of the Office of the Vice President for Research.

As required by HLC and the Board of Trustees, the administration has submitted new third-party contracting procedures to the Board for consideration.

The Friends of Student Success, a taskforce of campus advisors, will be issuing a report soon regarding university advising around campus.

Dr. Sudkamp concluded this portion of the report by asking the Senators to think about ways to improve Writing Across the Curriculum and to consider expanding the goals of WAC to all forms of communication proficiency.

### **Budget Remediation Update**

Dr. Sudkamp began his report on the budget remediation by reviewing some of the faculty revenue and cost suggestions that the University has initiated or plans to initiate. To assist with the strategic development of new curricular programs, the University plans to conduct more targeted marketing

research to identify student populations and interests. To assist with the job placement of graduates, the University plans to centralize and enhance Career Services. To reduce the reliance on outside consultants the University will draw from institutional knowledge whenever possible, and will develop a policy for the hiring of consultants. Additional revenue measures include strategic international recruitment, asset monetization, and increased continuing education programs. Cost saving measures include reorganizing and consolidating duplicative units, conducting a 360-degree review of Research, and reducing the number of Vice Presidents and AVP's through VRIP, attrition, and reorganization.

### Budget Remediation Process

Dr. Sudkamp explained that three components were needed to address the challenge of aligning operating expenses with revenue; choosing a base-year, budget target determinations, and the creation of new budgets. The base-year of AY2012-13 (FY2013) was chosen for several reasons. First, it was the first year using Semesters instead of Quarters. Second, enrollment figures returned to previous averages after unexpected increases during the Great Recession; from 19,600 total enrollment (AY2011-12) to 17,595 (AY2012-13). Finally, in FY 2013 is the last year that the budget was essentially balanced and the majority of academic units increased their reserves that year.

Between 2012-13 and 2015-16 enrollment was essentially flat and revenue decreased from \$371million to \$365million, however Dayton Campus academic unit spending increased from \$124million to \$138million and service unit spending raised from \$38million to \$42million.

The process for determining budget targets for the academic units was determined using the following formula for every unit except the School of Medicine and Lake Campus.

Revenue is generated in the colleges mainly by tuition and research funding, which ideally would both be used in the determination of budgets. However research expenditures did not increase over this period of time and so they were omitted to the benefit of the colleges.

1. Using the distribution of faculty in a college (NTE, TET) and the teaching loads each faculty category, the total FY 2013 budget was broken into a component representing instruction and a component representing service and scholarship.
2. Each of these two components was multiplied by 1.1 to adjust for inflation between FY 2013 and FY 2017.
3. A change in instruction factor was determined by the ratio of student FTE in FY2015 divided by the student FTE in FY 2013. Thus if student credit hours grew, the instructional component of the budget would increase proportionally. If student credit hours decreased, the instructional component would decrease proportionally.
4. The 2017 target was the sum of the inflation adjusted service and scholarship component plus the inflation adjusted instructional component times its scaling factor.

The 2018 budget targets will be set by increasing the 2017 target by 2%.

To determine their budgets, Provost Sudkamp gave the Deans and Vice Presidents a set of priorities that they must follow. The priorities include:

- Maintain educational opportunities and academic quality
- Preserve and expand revenue sources
- Eliminate duplication
- Close areas that are not university or unit priorities

Consequently, guidelines for budget reductions followed from those priorities:

- Support for students, scholarships, & GTAs cannot be reduced to fund personnel. Support for these items may only be reduced to bring budget in-line with current allocations, however these reductions must consider the potential impact on enrollment and revenue.
- Student instruction is the highest priority of the academic colleges. Funding decisions should focus on sufficient faculty, GTAs, peer instructors, and aligning institutional personnel with appropriate enrollments
- Course offerings should be reviewed for efficiency but at least as many seats should be available as enrollments for the previous year
- Deans and Vice Presidents should prioritize project alignment with the University's strategic plan and consider revenue to expense ratios

The plans already submitted by colleges and other units are currently being reviewed for concurrence with the priorities. Once approved, they will be loaded into Banner for monthly tracking and reporting to the Board and University Community.