Eighty-five faculty, representing all WSU colleges replied to the Senate survey, providing recommendations for enhancing revenue and for reducing costs both at unit level and institution-wide. Recommendations having to do with individual colleges are not included in this report on the assumption that the colleges have plans that should have derived from faculty input. Below are institutional recommendations that were offered by multiple respondents and those that echo ongoing concerns of the FBPC, raised in discussions with the administration this year. We note that nearly all of the recommendations below offer particularized suggestions that would lead to meeting the eight generalized recommendations in the most recent AAUP open letter, "Recommendations from AAUP on the Budget Reductions."

Increase Revenue

- Strategically develop new interdisciplinary degree and certificate programs, emphasizing diverse skill sets. Develop strong business plans for these programs in advance by researching community needs. Invest in startup for these, including dual focus on placement of graduates and recruiting new students.
    - This shift in curricular focus would require enhancement of central Career Services in order to understand clearly the regional job market and to assist in placing graduates. Central Career Services can be beefed up by pulling qualified individuals from the decentralized (duplicative) units that have been created in the colleges. That said, simply shifting staff from one unit to another will not meet these needs:
        - Investment should be sufficient to be effective and results closely monitored.
        - Staffing and funding models for interdisciplinary courses and programs need to be worked out to account properly for workload, credit hours, etc.
- Strategic International Recruitment:
    - Recruit from countries whose students align with current WSU department / program capacity:
        - Example: If EGR is at max capacity & business has capacity, then it's better to recruit from countries that primarily produce business students than from those that primarily produce engineering students.
- Increase continuing education offerings and run at a profit.
- Undergraduate bulk (flat-rate) tuition: Move starting point from 11 to 12 credit hours for the flat rate:
    - No other public 2 or 4 year Ohio public school starts at 11 credit hours.
    - Starting at 11 creates bookkeeping complications for Title IV considerations.
- Explore raising fees/tuition for professional certifications.
- Start pre-requisite checking enforcement asap:
    - Students getting closed out of courses due to too many ineligible students filling class leads to the locked out students looking elsewhere. Only WSU and Central State do not have some form of automatic prerequisite enforcement in Banner. See OFC Whitepaper.
- Develop on-going, robust critical assessment of Service Units and Administrators:
    - Remove or reorganize those that are not highly productive and cost effective.
- Draw from institutional knowledge (as opposed to outsourcing and hiring consultants). EVEN DESPITE Senate recommendations, Administration keeps bringing in costly outside consultants.
- Encourage VPR to aggressively pursue licensing agreements, patents, etc., and to report annually on income from these.

- Organized Corporate Relations Outreach (similar to Notre Dame, 10:1 – 20:1 RoI)—located either in Career Services or in Advancement.
- Parking meters—create short term, close-in parking options for students needing only 2-3 hours of parking
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Reduce Costs

- Institute and seriously engage in on-going critical assessment of service units, auxiliaries, semi-autonomous units, and executive and administrative offices. Ensure that resources are being allocated to these ONLY where they produce maximum benefits to the institution. If this results in elimination or reorganization of some, that is preferred to keeping them on life support.
- Consolidate related units under one administrative head and administrative office support: example: MACE and Latino Affairs should not have separate reporting structures and non-aligned administrators. Individuals should get along or get going.
- Administrators
    - Too many reduce number of VPs and AVPs by
        - choosing not to fill vacancies at same rank or consolidating roles
        - rolling back upper administration numbers such that academic/upper administration cost ratios are at 2011 levels. Lock this ratio in; maintain with cuts and strategic reorganization
    - Reduce taxable compensation for all upper level administrators by 6%
    - Institute administrative productivity measures and monitor them. Evaluate all VPs and up regularly, just as deans, chairs, etc. are evaluated
    - Stipends: FBPC's review of stipends suggests that stipends at the upper administrative level are not being handled responsibly or consonantly with stipends at the college levels. Each college seems to have an internal coherency in the assignment of stipends, mostly for chairs, directors and associate deans. These positions are competitively offered, evaluated for effectiveness regularly and are tied to clear duties. At the same time, when college chairs', directors' and associate deans' duties are expanded they do not receive additional stipends. By contrast in University Hall, stipends are routinely handed out to individuals with other stipends on top of quite large administrative salaries, stipended duties are not always competitively offered, nor do they have clearly articulated duties, start or stop dates, or pathways to evaluation, assessment or stipend removal for ineffectiveness. In University Hall we find individuals with large, stacked stipends and no clear duties or outcomes assessment. Our recommendation is that University Hall develop real and clearly articulable policies for stipends (if any) beyond the large salaries earned by administrators. Policy should articulate a trigger for independent HR and institutional review of any stipend or combination of stipends that exceeds a rational percentage of an average base salary within the unit. Such a policy, if University Hall responsibly leads the way, will help colleges articulate and defend their own stipend decisions.
    - Stipends should be benchmarked to similar institutions
    - All individuals receiving stipends should be evaluated regularly with open comment period from those "served" or impacted by the stipended individual
- Eliminate Cellphone & Car allowances NOW for all administrators and others (i.e. Faculty President) who currently enjoy them. Cell and car ownership are near universal, and using these to perform work should be considered a cost absorbed by individual (who can simply claim a tax deduction, anyway) Savings: 150K / year

- Require all units to eliminate costly print advertising to internal constituencies. No shiny print cards, advertisements, calendars, posters showing up in mailboxes that only get tossed in the trash. Use Wings and email for internal announcements, adverts, invitations, etc.
- Athletics
    - Consider move from D-I to D-II
    - Aside from scholarships to athletes, bring Athletic spending in line with its budgeted amount
        - Close gap between $350k income & $2million salaries and non-scholarship costs
        - Make athletics funded entirely by the students as line item on student bill
    - Determine primary function of the Nutter Center; figure out a way to make the Nutter center pay
        - Athletics currently gets priority scheduling which reduces the ability to book outside events / groups
            - Horizon League Basketball schedule isn't released until late summer which causes Nutter to hold Fall/Winter months to the point that they don't have time to book larger events once the hold is released.
- WSRI/WSARC/RSP
    - Conduct 360 Review to address Research report concerns **https://www.wright.edu/sites/default/files/uploads/2016/Apr/meeting/SelectCommitteeResearchInitiativesSummary_04072016_Final_Submitted.pdf**
    - Optimize (by reducing) or mothball WSRI/WSARC until new administration.
    - Reduce current funding level. Focus should be on WSRI/WSARC becoming self-sustaining
        - When reporting institutional subsidy, include annual loans that are constantly forgiven
        - Charge semi-autonomous units for their use of main campus services (i.e. RSP, legal, HR)
        - Require WSRI et all to charge full F&A (overhead) on grants
- WSU Property (Double Bowler)
    - increase institutional oversight, scrutiny and critical assessment of unit's activities
    - should be subject to same level of scrutiny as WSRI
- Role of Foundation: why isn't Foundation being asked to help cover shortfall?