5.A - Core Component 5.A

The institution's resource base supports its current educational programs and its plans for maintaining and strengthening their quality in the future.

1. The institution has the fiscal and human resources and physical and technological infrastructure sufficient to support its operations wherever and however programs are delivered.
2. The institution's resource allocation process ensures that its educational purposes are not adversely affected by elective resource allocations to other areas or disbursement of revenue to a superordinate entity.
3. The goals incorporated into mission statements or elaborations of mission statements are realistic in light of the institution's organization, resources, and opportunities.
4. The institution's staff in all areas are appropriately qualified and trained.
5. The institution has a well-developed process in place for budgeting and for monitoring expense.

Argument

Fiscal Resources
For additional detail, refer to audited financial reports from fiscal years ending 2013, 2014, and 2015.

Over the past decade, Wayne State University (WSU) has navigated economic challenges common to all public institutions of higher learning, and has risen to challenges that disproportionately affect institutions with missions of access and opportunity. Despite a steady decline in state funding, WSU has reallocated nearly $10M in internal resources to advance priorities of student success, and access and opportunity for underserved populations. WSU has enhanced support systems to improve retention and graduation rates, and increased institutional financial aid to maintain cost and affordability.

As reported by the U.S. Department of Education College Scorecard, WSU tuition costs are below the national average, and student earnings after graduation exceed the national average. As presented to the BOG Budget and Finance Committee on June 16, 2016, for a student taking 24 credit hours in AY2016-17, WSU's resident tuition for lower division students is approximately $830 below the Michigan public university average, lowest among the state's three research universities, and 10th among the State's 5 public universities.

Since WSU's last HLC comprehensive review (2007), new strategic institutional investment has returned positive results as demonstrated by full-time FTIAC cohorts, which are further evidence of improved value to students:

- An improvement of nearly 13 percentage points in the 2nd-year retention rate, from 68.8% measured in 2006; to 81.6% in measured in 2016; and

- An improvement of 11 percentage points in the six-year graduation rate of 28.1% (2000 entering cohort, measured in 2006); to 39.1% (2010 entering cohort, measured in 2016).

WSU's FY2017 Current Funds Budget includes total revenues of $986M and total expenditures of $984M.

- Total revenues are 64% general funds ($631M), 8% designated funds ($78M), 5% auxiliary funds ($50M), and 23% restricted funds ($227M).
- Total expenditures are assigned 54% to primary mission activities ($370M instruction and public service, $163M research); 32% to support programs ($117M scholarships, $79M institutional support of administrative operations, $117M to academic and student support) 3% to auxiliary ($33M), 6% to plant operations ($60M), and 5% to debt service and plant improvements ($45M).

General fund revenues referenced above ($631M) are direct support for student education; they derive 31% from WSU's state of Michigan appropriation ($196M), 62% from tuition and fees ($391M), 6% from indirect cost recovery ($38M), and 1% from investment income and other sources ($6M). Compensation (salaries and benefits) accounts for 63.7% of projected general fund expenditures ($243M academic, $159M non-academic), a 3.8% increase from FY2016.

Consistent with External Environment Findings presented in the HLC 2020 Strategic Plan, WSU has experienced *"state disinvestment"* at the same time it has experienced *"declining or shifting enrollments."* WSU's recurring state appropriation was reduced in FY2012 by 15% ($32M); accelerating a trend that began in FY2002, when the state appropriation to WSU supported 63% of the cost of a student's education, with 28% coming from tuition and fees. In FY2017, the state appropriation will cover just 31% of the cost of a student's education, with tuition and fees increasing to 62%.

In FY2013, the state implemented six performance funding metrics to allocate incremental funding increases to its 15 public universities.

- In four of the six categories, universities are scored on their performance relative to public universities across the nation sharing the same Carnegie Classification of Institutions of Higher Education (CCIHE) Basic Classification.
- Michigan's three research universities (WSU, Michigan State University, and the University of Michigan) are therefore compared to public universities with the Basic Classification of R1 Doctoral University: Highest Research Activity (R1).

Application of this methodology has negatively affected WSU's annual increase in all subsequent years, because relative performance evaluation based only on the CCIHE Basic Classification does not consider levels of part-time students (captured in the CCIHE Undergraduate Profile Classification). In fact, of 81 U.S. public universities classified as R1, only 11 share WSU's CCIHE Undergraduate Profile Classification, which differs from its state peers in that it is higher in part-time students. This skews state and national peer comparison of certain performance metrics (e.g., the six-year graduation rate).

WSU President M. Roy Wilson explained this issue in plain terms in his Testimony before the Michigan Senate Appropriations Subcommittee on Higher Education (Feb. 19, 2015). And in an announcement of the FY2017 budget, President Wilson commented:

"We have always been a university of excellence but also a university of opportunity. Many of our students work full or part time, have families, or come from challenging economic situations, but they have the talent and desire to succeed. More exclusive universities might not admit them, but we provide them with the opportunity for a college education. We think this is an important mission for both the students and the state. Unfortunately, [the state's] current metrics formula doesn't fully recognize this critical mission."

Strategies to increase annual performance-based allocations from the state:

- Consistent with its institutional priority of Student Success, WSU's long-term strategy is to improve performance in metric-sensitive foci (i.e., undergraduate degrees completed in critical skill areas, the six-year graduation rate, total degree completions).
- As a near-term strategy, WSU is advocating with state legislators and policymakers to consider the unique mission, contributions, and challenges of Wayne State University as an urban research university and *"the realities of student demographics, including first-generation students, the underserved, those focusing on workforce development, and the adult student population."* (Guiding Framework for Student Success [Beyond the Horizon: HLC 2020 Strategic Plan])

To safeguard WSU's historical mission of student access and inclusion, 9.1% of its 2017 general fund budget ($6M) was reallocated to institutional student financial aid for a total $72.35M – an increase of more than 250% since 2006. In FY2016, WSU awarded more than $331M in financial aid (federal, institutional, private, outside and state) to 26,915 undergraduate, graduate and professional students.

Human Resources

WSU is among the largest 25 employers in southeastern Michigan. Approximately 66% of its workforce is recruited from a four-county statistical area consisting of Macomb, Oakland, Washtenaw and Wayne counties. Faculty are recruited from a national candidate pool of individuals who hold doctoral and specialty degrees. Executive and some management-category positions also are recruited from a national labor employment pool. Staff are recruited primarily from a local labor pool. At a census taken on Dec. 31, 2015:

- WSU employed 7,700 persons, both full and part time, including temporary employees. Full-time employees numbered 4,927; including 1,677 faculty and 3,250 staff.
- A full-time faculty of 1,677 provides a solid foundation for WSU's academic and service missions, and approximately 1,000 part-time faculty members assure instructional continuity and cover variable needs.

Compensation (salaries and benefits) accounts for 63.7% of projected general fund expenditures ($243M academic, $159M non-academic). This level of staffing enables WSU to adequately meet its teaching, research, and service missions.

Refer to Section 3.C. for further information about faculty and staff qualifications and training.

Human Resources (HR) manages processes to ensure that non-academic staff are qualified and trained. As described in Section 2.A., a robust online system of University Policies, supported by the Administrative Policies and Procedures Manual, promote institutional compliance.

Facilities and Infrastructure

WSU's facilities and physical infrastructure support its current and projected operations and requirements. The campus currently includes approximately 12M sq-ft of space in 120 buildings across 210 acres. Facilities Planning and Management (FP&M) supports teaching, research, and service programs by providing a safe, attractive, well-maintained, and functional campus.

A Capital Outlay Plan is prepared annually and updates a five-year rolling planning horizon.

- As presented in Section 5.C., the 2020 Campus Master Plan (developed in 2001 and updated in 2008 and in 2012) guided strategic capital planning, as documented in Five-Year Capital Outlay Plans for 2014-2018, 2015-2019, and 2016-2020.
- The Five-Year Plan for 2017-2021 set in motion a process to develop a new Campus Master Plan.
- The plan for 2018-2022 (presented to the BOG on Jan. 27, 2017) includes progress toward development of a 2025 Campus Master Plan.

Each annual Capital Outlay Plan incorporates the institution's submission the Office of the State Budget. Included in this document is a comprehensive Facilities Assessment, which addresses the following:

- Functionality of Existing Structures and Space Allocations to Programs, Deferred Maintenance and Facilities Condition, Current Replacement Value
- Strategic Energy Plan
- Facilities and Land Use
- Building and Classroom Utilization Rates
- Mandatory Facilities Standards
- Bond Status

Student Housing

WSU has historically been a commuter school; approximately two-thirds of WSU's undergraduate students do not live on campus. Student housing been at occupancy (above 90%) in seven of eight years since 2008. At opening of fall semester in 2015, student housing occupancy was at record numbers and required establishment of temporary accommodations in residence hall lounges (21) and in a nearby hotel (87). Waitlists for all types housing units started July 23, 2015, and have exceeded 550 students.

Responding to overwhelming student demand, in fall 2015, President Wilson charged Finance and Business Operations with a housing master planning process to assess current facilities, evaluate current and future housing demand, and develop a long-term economic model. The process was conducted in consultation with an external development advisor; the product was a

ten-year Campus Housing Facilities Master Plan (vetted with the BOG Budget and Finance Committee on Jan. 29, 2016). Following a seven-month RFP and negotiation process, WSU presented final recommendations to the BOG through its Budget and Finance Committee on Sept. 23, 2016. As documented in the Report of Actions, the BOG authorized the university to:

1. Enter into a public-private partnership with Corvias Campus Living, LLC to operate campus housing facilities; and
2. Execute Phase I of the Campus Housing Facilities Master Plan, at a project cost not to exceed $113,930,000. These Phase I activities will be funded and completed by the partnership from bond proceeds available from an April 2017 new debt issuance by the partnership.

The Wayne State University-Corvias partnership provides approximately $1.4B in total value and compensation over the 40-year term of the agreement. The partnership will enable WSU to execute all facets of its ten-year Campus Housing Facilities Master Plan, which includes 842 new beds and renovations on 3,100 existing beds, as well as construction of commercial and university spaces, without issuing any new university debt. In addition, program funding will defease $102M of existing university debt.

Most important, the partnership allows WSU to retain responsibility for residence hall student life activities, which are critical to fostering student success, well-being, and leadership development.

Campus Safety
2016 Annual Security and Fire Safety Report

The WSU Police Department (WSUPD) comprises 54 university-employed officers who are state of Michigan certified and commissioned as City of Detroit Police Officers. Since 2008, when the WSUPD patrol area was extended several miles beyond campus (see also Section 1.D.), Midtown Detroit crime has decreased by 54% overall. A safer Midtown Detroit has contributed to the neighborhood's resurgence, as reported in the Chronicle of Higher Education, New York Times, and Detroit News.

The WSUPD seeks to vigorously and faithfully enforce the law with uncompromised integrity and without bias; and to provide community-oriented services with efficiency, professionalism and courtesy. The full-service WSUPD is available to the university community 24 hours a day, seven days a week, 365 days a year.

Technological Infrastructure
Computing & Information Technology (C&IT) is WSU's central IT organization, reporting to the Provost as a unit within the Division of Academic Affairs. As a mission-critical academic and administrative support unit, C&IT is highly integrated with WSU's strategic directions, and the C&IT strategic plan responds to each university goal with specific objectives, actions/tactics, and metrics/measures of success.

C&IT is staffed to deliver outstanding support to university operations wherever and however programs are delivered. Led by the Chief Information Officer (CIO) and Associate Vice President for Computing Technology, C&IT has six operating units, each led by a senior director. The C&IT Performance Scorecard monitors measures of performance level for key systems and services. C&IT continually gathers data about the key IT systems and services used by university students, faculty and staff. The most recent annual IT survey shows 96% of respondents are satisfied with support services; and more than 99% are satisfied with academic, administrative, core, and network system performance. Data on help desk performance, usage levels, and log-in response times are also available on the C&IT website.

Since the last C&IT informational presentation to the BOG (March 27, 2015), C&IT completed implementation of future initiatives, including Microsoft Office 365 for cloud email, document sharing and digital collaboration; the AT&T cloud-based digital phone system; and Academica, an enterprise social portal developed by WSU.

At its meeting of Sept. 23, 2016, the BOG authorized funding for design of a new 10,000 sq-ft Data Center, to provide a current-best-practice environment to support technology and services while offering flexibility for future growth.

The following C&IT committees engage executive, academic, and technology leaders in maintaining and improving the quality of service and technology, and advancing innovation:

- The Information Technology Steering Committee (ITSC) is WSU's executive-level technology steering committee; convened by the CIO, its members represent the President's Cabinet. ITSC sets overall IT policy through strategic-level recommendations to the President.
- The Information Systems Management Committee (ISMC) focuses on enterprise-wide administrative technologies; e.g., the Banner System and associated administrative systems and applications. ISMC recommendations are advanced by the CIO to the ITSC.
- Co-chaired by the University Library System Dean and CIO, the Academic Technology Advisory Group (ATAG) brings together a multi-disciplinary group of faculty and technology staff representing schools/colleges, the University Library System, and C&IT; ATAG aims to create a shared vision for WSU's academic information technology infrastructure.
- The Campus Technology Leaders Council (CTLC) comprises IT leaders from each school/college and division; CTLC leverages collective expertise to address shared challenges and innovative solutions for IT operations, risk management, and infrastructure/support.
- The Academic Senate Facilities, Support Services and Technology Committee addresses specific technology and academic computing needs essential for quality academic programs. The CIO is a liaison to this committee.

Financial sustainability and operational excellence is among seven institutional priorities of "Distinctively Wayne State University," and includes four interdependent goals.

Increase enrollment. A defined strategy to increase enrollment is in early stages. At the time of WSU's last HLC review (2007), the strategic plan included a goal to increase enrollment to 40,000; the peer review team responded as follows:

"Efforts to achieve recognition as a nationally respected public research university while addressing the needs of URM students in a climate of declining financial support from the State of Michigan will require a careful balance of fiscal planning and programmatic decision-making ... Recent efforts to bolster student retention for higher graduation rates seems the best strategy for WSU as it seeks to do its part to increase the number of Michigan degree holders."

Given its steadfast commitment to access and opportunity, WSU acknowledges *"the need for a careful balance of fiscal planning and programmatic decision-making."* While increasing enrollment to 30,000 is a goal, student success remains the overriding priority. Provost Keith Whitfield joined WSU on June 1, 2016; among his first actions (July 2016) was recruitment of an Associate Provost for Enrollment Management – a position that had been vacant for more than a year. Development of a strategic enrollment plan is proceeding thoughtfully and deliberately to assure alignment with the priority of student success and WSU's mission of access and opportunity.

Develop a Culture of Philanthropy Throughout the University Community

Since its last HLC comprehensive review (2007), WSU has significantly developed philanthropy as a means to support growth.

- In 2009, WSU not only completed its first capital campaign ("Wayne First: The Campaign for Wayne State University"), it also surpassed the goal of $500M goal by $400M – raising a total of $900M.
- On Oct. 8, 2014, WSU formally launched its second comprehensive capital campaign ("Pivotal Moments: Our Campaign for Wayne State University"). Following a record fundraising year in 2016, WSU reached 80% of its goal to raise $750M by the celebration in October 2018 of its 150th anniversary.

An example of the impact of philanthropy is a 2015 gift of $40M from Mike and Marian Ilitch to build a new business school facility in downtown Detroit, which will accommodate continued enrollment growth in what is now the Mike Ilitch School of Business. The gift is the largest in the university's history and ranks among the top ten gifts ever to a public U.S. business school.

Diversify and Enhance Sources of Revenue

Research is among seven institutional priorities of "Distinctively Wayne State University." Goal #3 is to Grow Research-Based Revenue. WSU strategies to increase research-based revenue funding include securing awards for interdisciplinary and interinstitutional research centers, and for evidence-based, comprehensive educational programs.

As described in Section 1.A., WSU is classified by the CICHE as R1, Doctoral University: Highest Research Activity, a distinction held by only 2.5% of U.S. institutions of higher education. Based on the National Science Foundation 2015 Higher Education R&D Survey,

WSU ranked [101 among 905 universities](#) reporting research expenditures; and 70th of 398 public universities.

WSU, Michigan State University (MSU), and the University of Michigan (UM) – the state's three research universities – are partners in the University Research Corridor (URC), an alliance to spark regional economic development. In 2015, the URC contributed $16.5B to the state's economy, a 30% increase since 2007; including $6.3B and 16,068 direct and indirect jobs to WSU's Detroit Metro region. The URC and other collaborations will grow research-based revenues. Examples of recent grant awards resulting from interinstitutional collaborations:

- [$4.8M to examine environmental influences on child health](#)
- [$9M for the Michigan Alzheimer's Disease Core Center](#)
- [$2.5M grant to foster a more integrated interaction among teachers, parents, and children](#)

Similarly, collaborations will boost educational program funding. WSU is one of only two U.S. universities to receive the highly competitive BEST and BUILD grants, both of which help develop programs to prepare students for their future careers. The $1.8M BEST (Broadening Experience in Scientific Training) program enhances training opportunities to prepare graduate students for careers outside of traditional academic roles.The $21.2M Research Enhancement for Building Infrastructure Leading to Diversity program (REBUILD Detroit) is a consortium of four Detroit colleges that aims to create a program to encourage more underrepresented minority and economically disadvantaged undergraduate students pursue careers in biomedical sciences.

Auxiliaries: As described earlier in this section (Student Housing), WSU's innovative public-private partnership with Corvias, LLC will provide approximately $1.4B in total value over the term of the agreement and will defease $102M of existing university debt.

Alignment of Tuition with Instructional Costs in High-Market Demand Areas: [Differential tuition](#) was implemented in FY2017 for the following programs to expand enrollment capacity to meet high demand:

- College of Nursing lower division
- College of Education Department of Kinesiology programs
- School of Medicine Bachelor's of Science in Public Health program

Resource Allocation and Monitoring Process

WSU's resource allocation and monitoring process includes a comprehensive system of checks-and-balances to safeguard against elective resource allocations or inappropriate disbursement of revenue. As a public university, WSU is accountable not only to its governing board, but also to the state legislature.

At a strategic level:

- The Office of the President leads development and monitoring of the strategic plan, which establishes mission-based strategic priorities and drives allocation of resources.

- The university prepares an annual [Capital Outlay Plan](#) for submission the Office of the State Budget, which updates a five-year, rolling planning horizon; the plan is approved by the BOG upon recommendation of the Budget and Finance Committee.
- The President, Provost, and Vice President for Finance and Business Operations reconcile institution-wide budget annual requests and present a proposed budget to the Budget and Finance Committee.
- Informed by the recommendation of the BOG Budget and Finance Committee (which includes a [member of the Academic Senate](#) and a [member of the Student Senate](#), each of whom participates with vote), the BOG approves the proposed budget in June of each year.
- The BOG Budget and Finance Committee meets twice a year to review and approve WSU's financial performance.
- A new Budget Planning Council established in September 2016 will advance a blended budget model that incorporates principles of RCM-based budgets, balanced to serve unique WSU needs.

At an operational level:

- The President, in consultation with his Cabinet, provides executive oversight to the Associate Vice President for Budget, Planning and Analysis (OPBA), which has responsibility for formulating budget guidelines, forecasting operating revenues, and developing the operating budget.
- WSU's annual [Current Funds Budget](#) is developed annually in conjunction with the OPBA, the Office of the Provost, the Council of Deans, and the division vice presidents. The budget process is driven by the Strategic Plan and its priorities and is described in Section 5.C.
- The [Academic Senate Budget Committee](#) works collaboratively with university administration to align goals and budget priorities with academic programs.
- The proposed Current Funds Budget is a public document; provides detailed information on funded strategic priorities and financial resource allocations to schools, colleges, and divisions; and also includes [General Fund Budget Policies and Practices](#).
- Budget performance is monitored in real-time at the unit level through Banner, and at the division level quarterly.

Since its last HLC comprehensive review, WSU has moved toward a resource-centered management (RCM) model. In 2014, WSU began implementing the [Hyperion Enterprise Management Performance Suite](#) to meet the objectives of budgeting, long-range planning, and cost of education processes.

In September 2016, WSU established a new, standing [Budget Planning Council](#) (BPC), co-chaired by the Provost and the Vice President for Finance and Business Operations/CFO. BPC membership includes faculty, business and administrative officers, deans, students, and the Vice President for Health Affairs. The BPC is charged with:

- Ensuring overall financial policies and budgetary guidelines are consistent with and promote the priorities of the University Strategic Plan

- Recommending to the President the general assumptions and principles leading to the construction of the university budget
- Reviewing and recommending approval of tuition, fee, and internal rate requests
- Monitoring and reviewing the University budget model
- Conducting and utilizing scans of internal and external financial trends including measures of the University's financial strength as part of the budget process
- Receiving and reviewing the Student Services Fee Committee's recommendation(s) to the President
- Reviewing multi-year capital and financing plans, and annual capital budgets and financing

The BPC will advance a blended budget model that incorporates principles of RCM-based budgets, balanced to serve unique WSU needs. Consistent with WSU's culture of shared governance, engagement of the Academic Senate and other stakeholder groups will contribute to a successful transition (projected to take place over 36 months).

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