• **Charge:**

Assess opportunities across our university for new revenue or reduced spending.

• **Goal:**

Redirect funding to support our core needs by:

- Increasing student financial aid
- Maintaining competitive faculty/staff compensation
- Funding WFU strategic initiatives including programs and facilities
Recent past: significant enrollment growth and tuition increases = incremental revenue.

This revenue allowed us to support high priorities such as faculty/staff compensation, financial aid and facilities updates.

Enrollment growth is not planned for the foreseeable future.

Like our peers, WFU faces strong pressure to enhance access/reduce costs of attendance.
Membership

Steering Committee

- **Chairs**: Rogan Kersh, Hof Milam
- **Project Manager**: Emily Neese

- **Faculty Representatives**: Christa Colyer (Chemistry), James Cotter (Schools of Business), Jay Ford (Religion), Michelle Gillespie (History), Mark Hall (School of Law), Katy Harriger (Political Science)

- **Deans/Representatives**: Jacque Fetrow (College), Charles Iacovou (Schools of Business), Ronald Wright (School of Law), Gail O’Day (Divinity), Lynn Sutton (ZSR)

- **Administrators**: Randy Casstevens (Athletics), Donna McGalliard (Residence Life)
Working Group

- **Chair:** Emily Neese

- **Full Time Members:** Carmen Canales (Human Resources), Brandon Gilliland (Controller), Beth Hoagland (Provost), Michele Phillips (Finance), James Shore (Budget Office)

- **Subject Experts:** David Clark (Schools of Business), Mary Cranfill (Procurement), Laura Davis (Advancement), Brett Eaton (Communication & News), Scott Emerson (Facilities), Abby Houser (Athletics), Dedee Johnston (Sustainability), Margaret Lankford (School of Law), Rick Matthews (Information Systems), Charlene Watkins (Student Life)
Process

- Opportunities for new revenue or reduced spending were identified through:
  - Campus suggestions sent to sri@wfu.edu
  - Similar processes at peer institutions
  - Bain report on “The Financially Sustainable University”

- Suggestions vetted & analyzed by the Working Group

- Formal proposals presented to the Steering Committee, who served in an advisory role to discuss the value and implications of each proposal
<table>
<thead>
<tr>
<th>Category</th>
<th>Savings/Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Processes</td>
<td>$3,500,000</td>
</tr>
<tr>
<td>Procurement</td>
<td>$900,000</td>
</tr>
<tr>
<td>Technology</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Benefits</td>
<td>$700,000</td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td><strong>$6,100,000</strong></td>
</tr>
</tbody>
</table>
Business Processes

- Working Capital Investment
- E-Payables
- Retirements and attrition
- Moderately increase rental rates for Fancy Gap lodge & cottage
- Dependent verification audit (Human Resources): Fall 2013
- Reduce office cleanings: once/week (only office space is impacted)
  - There will be no impact to the cleaning routines of classrooms, conference rooms, hallways, bathrooms, break rooms, etc.
  - Weekly entry will include trash removal, vacuuming and dusting
  - On other days, trash cans can be placed in hallway at the end of the day, or carried to designated containers in each building
- WFU reimburses for alcohol only when employee is hosting a university guest (i.e., donor, prospective donor, faculty/staff recruit).
• Renegotiated contracts for copiers, office supplies & janitorial supplies
• Freight logistics discounts
• Improved p-card rebate
• Centralize Temporary Staffing Services
  • Beginning later this summer, Human Resources will launch a centralized temporary staffing service to meet staffing needs in a convenient and cost-effective manner.
• As communicated by the Information Technology Executive Committee:
  • Default staff computing option: desktop computers
    • Laptop distribution justified on a position-by-position basis
  • Lengthen the rotation of staff and faculty computers
  • Move students to 4-year program with an improved machine
  • Conduct a 2-year virtualization pilot
• Youth Employment Program has been enhanced in terms of developmental outcomes, but also reduced in size.

• Beginning July 1, 2013, cease PTO Payouts for employees who voluntarily leave WFU or are terminated with cause.
  • Retirees and employees terminated without cause will still receive their payout.

• A committee is being developed in conjunction with the Staff Advisory Council to further study the PTO benefit.
Faculty & Staff Parking Permit Cost Ranges at Peer Institutions

- Tulane
- UNC-CH
- UNC-G
- WSSU
- Uva
- Rice
- Duke

Cost ranges from $- to $1,800, with blue representing low and red representing high costs.
Faculty /Staff Parking Fees

- Implementation date – August 1, 2013
- Fee will be calculated as percent of annualized base salary
- Fees paid through pre-tax deductions will reduce the overall cost of an on-campus parking pass to the employee
- Employees may park at UCC for free; ride a shuttle to campus
- Limited number of reserved spaces will be available for $1,500 annually
### Parking Fee Illustration

<table>
<thead>
<tr>
<th>Annual Salary</th>
<th>Fee</th>
<th>After Tax Impact</th>
<th>Fee</th>
<th>After Tax Impact</th>
<th>Fee</th>
<th>After Tax Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>$30,000</td>
<td>$90</td>
<td>$64.26</td>
<td>$3.46</td>
<td>$2.47</td>
<td>$7.50</td>
<td>$5.36</td>
</tr>
<tr>
<td>$60,000</td>
<td>$300</td>
<td>$214.20</td>
<td>$11.54</td>
<td>$8.24</td>
<td>$25.00</td>
<td>$17.85</td>
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<tr>
<td>$100,000</td>
<td>$500</td>
<td>$310.50</td>
<td>$19.23</td>
<td>$11.94</td>
<td>$41.67</td>
<td>$25.88</td>
</tr>
</tbody>
</table>

After tax impact will vary depending upon individual’s personal tax situation.
Parking Permit Cost in Comparison to Peer Institutions

Tulane  UNC-CH  UNC-G  WSSU  Uva  Rice  Duke  Wake Forest

-$ 200  400  600  800  1,000  1,200  1,400  1,600  1,800

Low  High

Wake Forest University
Benefits

• Tuition Concession changes for new and current employees:
  • Require faculty and staff to apply for federal financial aid
    Apply aid, grants and scholarships against tuition concession benefit
  • ‘Other institution’ tuition benefit: 17.5% of WFU tuition/fees
  • Summer session charge of $100 per credit hour
  • Eight-semester academic limit per child

• Tuition Concession changes for new employees (as of 1/2014):
  • Increase eligibility period from 3 to 5 years (30+ hrs/week)
  • WFU tuition benefit: 80% of tuition & fees
• Original target of $5-10M; encouraging start
• Culture of cost-attentiveness is vital to WFU mission...and our continued viability
• Steering Committee recommends continuing efforts into 2013-14
Feedback and suggestions for future consideration may be sent to:

sri@wfu.edu

All suggestions will remain anonymous.