Workforce Planning to Ensure Financial Viability

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Overview

1. Background for Workforce Plan
2. Timeline for the Process
3. Goals and Details of the Workforce Plan
4. Labor Issues
5. Academic Issues
6. Financial Outcomes
7. Lessons Learned
Clarion University

• Masters Comprehensive Public Institution in Rural Northwestern PA
  • Part of the PA State System of Higher Education
  • Student Population of 6000 students
• RCM implemented in 2011
• Declining State Support
  • Upcoming Year = 24%
• Declining Enrollment
  • Fewer HS grads
  • Fewer job opportunities in education
• Unionized Campus
Financial Challenges

• Revenue Drop
  • From 2010-11 to 2012-13
• Expense Increase
• Projected Depletion of Cash Reserves
• “Regulated” environment
  • Tuition & Fees set by State (avg. 3%)
  • Negotiated Personnel Expense Increases (avg. 6%)
Timeline – 18 months

January 2013

First Quarter of 2013 – Realization of Need to Reduce Expenses
Metrics Developed
Initial Meetings with Faculty Union and Affected Depts.
Draft Workforce Plan Released - AUGUST

Open Forums & Public Communications

Workforce Plan Released - OCTOBER

Continued Discussions and Personnel Adjustments

Academic Restructuring and Dept. Meetings – MARCH & APRIL

Implementation of New Academic Structure - July 2014
Metrics Used in Program Evaluation

Workforce Analysis (Revenue Margin All Departments) FY13

Total Student FTE/Total Faculty FTE vs. Revenue Margin w Assessment
Workforce Plan Components

• Introduction
  • Focused on Strategic Initiatives and Mission
  • 3-year outlook
    • ($12 m deficit; 51 FTE reduction over 2 years)

• Proposed Actions
  • Academic Colleges/Departments
  • Finance & Administration
  • Student Affairs
  • Academic Support

• Supporting Documents
Labor Issues

• Dealing with multiple unions with different memberships and agendas.
• Tracking all of the position permutations
Academic Issues

• Balancing faculty & student concerns with union contract.
• Programmatic changes (low-demand vs. high-demand programs)
  • Accreditation & teach-out plans
• The Student “Voice”?
• The local community & how it is represented
 Academic Issues

• Reorganization of academic colleges & departments.
• Hiring in high-demand areas lost in the discussion.
• Can you achieve results through attrition?
Financial Outcomes

• Cost savings were realized.
• Set the tone for future budget planning sessions.
  • Retirements & Resignations
  • Additional Reorganization
  • New Positions
Lessons Learned

1. Communication Plan needs to be in place
   • Internal
   • External

2. Length of Process
   • Longer than we anticipated

3. Plan Changes
   • Especially when working with bargaining units
   • Likely not to get all of the planned reductions in staffing
Lessons Learned

4. Effective Team in Place
5. Can’t do enough planning ahead of time
   • Reliable and understandable data
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