

**Invest in Our People**  
**Campus Conversations**  
**Collaborate Session**  
**9/23/15 4:00-5:30**

**Questions: What work-life issues are faculty and staff most concerned about and what can WCU do to address them? How can we create a culture of innovation which encourages cost savings and streamline business processes? What's missing from WCU's portfolio of professional development options which would help its faculty and staff in their career pursuits? What do you need? How can we continue to make progress on improving staff and faculty salaries in the environment of no, or only small incremental, legislative increases? What is our strategy to ensure that we can offer competitive salaries to attract and retain top talent?**

Question: Thoughts?

- "More engagement with the community. It takes a lot more planning to work with the community than classroom preparation."
- "There is no downtime, no leisure time, no research time. We are having to do more with less."
- "I don't have time to think."
- "Years ago, there was not the stress level as there is today. Takes a toll on personal life."
- "We want opportunities to collaborate with colleagues – disciplines – there is less time for conversations."
- "We have less time to be interdisciplinary."

Question: Strategies?

- Look at curriculum in departments and collaborate with community
- Work with community on events
  - Structure our work load to make that possible
- Faculty are held to higher standards. Expected to teach more students in classes/teach more classes.
- Faculty and staff are doing more with less (it's time to do less with less).
  - Funding from the state – they want to get the same/more product and service with less money.
- WCU used to be a smaller college with smaller classrooms.
  - Student credit hours "run the ship;" determine our capabilities
  - We need to keep competitive with other institutions
    - Grants, outreach, collaboration
  - Suggestion: Advising Center advise all students

Question: Transition issues?

- We don't have the resources.
  - Suggestion: Full time Advisor Center for each department
  - Suggestion: Larger fundraising staff
- We don't have the resources for grants and recruitment.

Question: How can we balance these things?

- Staff – need more staff
- Budget – need increased budgets
- Substitutes – instructional staff needed
- More resources for supporting grant writers (grant-funding)
- Note from Faculty Senate meeting: We did not make enrollment growth and budget cut.
- More students = more work of faculty/staff
- Applications last year were higher. Returns are lower.
- Retention rate is the highest this year.

Question: What can we do?

- Return on Investment (ROI)
  - What is our time spent on ROI?
  - Who is doing that research on ROI?
  - Cost of each person? Human cost?
  - Locating, training people gifted in each department?  
Advising/recruitment/research?
    - Skills and abilities – differentiated workloads
    - Expectations
    - Position upgrades
    - Shift of units
    - High motivation – work day – more productivity

Question: What activities do we need to do? Are we doing the right activities? To recruit students for each department to be effective?

- Curriculum changes are difficult, but not impossible.
- Curriculums are approved by our accrediting agency.

Question: What are we doing to move from a smaller college to a bigger, more professional college?

- Holding open houses
  - How many students were recruited to departments? Because of the time/hours spent – show return on investment.
  - ROI on parking space costs – show revenue/return on investment.

Question: What can be done to boost morale?

- Periods of rest (like airlines) – needs to be provided in university policy.
- Provide a day/week/month to work on something else other than specific job.
- Provide a research day. No classes. Research forums.
- Innovation Day for faculty/staff
- \$5 Lunch
- Health Center
  - Free gym membership if you use it twice a week – sign-in for Wealth & Wellness.

- Health insurance may decrease
- Gym may be used more
- Cost savings – tiered system based on salary.
- Treadmills
- Free membership to NCCAT's gym
- Free coffee
- Ice cream socials
- Colleague collaboration
- Dining Hall - colleague collaboration
- Reserve area for faculty/staff for collaboration w/in and w/out departments
- Money for projects w/in classrooms
- Money for projects for staff
- Staff Senate - Catamount “shout-outs” staff/faculty and students shout-out to staff/faculty
- Employee Appreciation Day was wonderful!

Question: Do you think the environment is more supportive of professional development?  
Encouragement of professional development? Resources for professional development?

- Resources are scarce
  - There are more proposals submitted than funds available.
- Faculty side - Provost more intentional for being on committees for professional development – there is special money.

Question: What are your thoughts that the institution has made on salaries?

- Means a lot, but needs to do more – really need to address gender inequities on salary.
  - It is percentage-based.
  - Salary needs raises – need to make more money, due to cost of living raises and parking rate increases.
  - Increase salary of new employees and increase salary of lower employees
    - Salary decompression

Question: How do we attract and retain top talent?

- Spouse employment – there is no improvement at this time.
- Offer break in tuition for children of faculty/staff
- Better Resources – spouse employment – use community and network
  - Improve quality of life - personal life, work life, child care
  - Website – public billboard website is NEEDED!
    - “Cats List” – categorized
    - Carpool list
    - Housing sales
    - Student employment
      - Student Services
      - Assist colleagues / additional resources
      - Overlapping engagement projects
- Off-set costs and problems for faculty/staff

- Resources: on-campus daycare
  - Kneedler – Not cheap unless subsidized / hard to get children in
  - Federal funding/grants: daycare is required on applications.
  - Child care: All ages and various times “drop-in”
    - Students internship providing/learning daycare operations (Birth-K program)
- Biostatisticians – assist faculty in research – discipline data for grant-writing, SPSS, SAS
- Student talents – employment
  - Departments – students
  - Granting agency – Feel more confident to support more universities
- WCU – Collaboration forums
  - Autism
  - Poverty
- The Reporter
  - Use the Reporter for more events on campus
- Event planner for all events
  - Public events
  - University calendar- R25 with all events
  - Office of Public Information – send to newspapers

Question: Development of Cullowhee and what we think WCU role is? Old Cullowhee? Involvement? What do we want?

- Old saying – “University doesn’t want to look like they are taking over” - university needs to take bigger effort in development of Old Cullowhee – zoning
- Old Cullowhee needs upgrade (draws away from the university)
- Destination university
  - Beautiful, natural resources but, we don’t have resources to be “destination university”
  - Want people to come here, but no place for them to come and stay
- NCCAT
  - Some were hoping to get it.
  - It would be a good asset.
  - It needs renovation dollars.
  - It is in the current budget.
  - Tried 3 places for hospitality resources
    - Don’t have the resources to get the buildings.
  - Free membership to health center
    - Faculty/staff and family
- Increase Community
  - More people live in Cullowhee
  - Attend more events in Bardo Arts Center - employee and family membership costs
  - Community close to arts/community/involvement – retirement development
  - Millennial initiatives – town center/clinic/full resources of institution