



# FBO Town Hall

## Q&A Summary

September 17, 2019

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### **State of the Union**

#### Bill Decatur

- After much thought and discussion with my family, I have decided to retire at the end of December.
- Enrollment is up a little at the undergraduate level, but we continue to lose graduate international students.
- Overall, we are a little below budget, but we will make that up with savings on our benefits. The new premiums came in less than what we budgeted. We are faring well compared to our sister institutions. Some are looking at 3, 4, and 5% declines in enrollment. We've gotten national recognition for our graduation rates and that is good news.

### **Innovation / Cost Savings Focus**

Bill Decatur – State budget for higher education made us about \$800K below revenue. We've taken the suggestions you all made at our previous town hall in June. There were over 300 items on that list; you all did an amazing job. My expanded leadership team met a few weeks ago and categorized and ranked the items, which then went before my senior leadership to be narrowed down further. We have leaders from each of our units to discuss the projects from their respective areas.

#### Leader Presentations:

Ken Doherty (Associate Vice President, Business Services) – We are Procurement, Disbursements, Mail/Receiving, and the OneCard Office. We offer application training; training on how to order goods and supplies. We will begin to compliment current training with quarterly informational sessions to discuss processes and hear from customers on what works or doesn't work in order to communicate better and adjust to current needs.

Bryan Dadey (Senior Associate Vice President, Finance) – Energy initiative – we've gone through RFP process to select a team of advisors to help us analyze our energy processes. 3 firms were selected: they will work with us to determine goals and strategies. Ohio State University is a good example of a large scale public private partnership. This is an extreme example, but we will look at all of our options. We are in the early stages, but we are really excited because we think there is a ton of possibilities on campus.

Bill – We were groundbreaking in our efforts with Corvias. Through the master plan we came out with \$1.5B in deferred maintenance. We plan to take off about 400,000 square feet of space over the next 10 years.



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Debra Williams (Associate Vice President, Human Resources) – What is One HR? We are all here to ensure that every student has an exceptional experience and the only way we can do that is to make sure that we have the right people in the right positions across the institution, and we don't have that. We have to be very good at obtaining and maintaining talent. That was a lot of the feedback that we got from the last town hall. A lot of the feedback we received was around training and that is our focus.

Allison Martin (Assistant Vice President, Planning, Assessment and Innovation) – Our continuous quality improvement program helps us create a culture where we are all focused on making improvements in the work that we do every day. We all can identify several things that could be done differently - so that our resources are used more efficiently, to eliminate steps that are not value added.

I work with a team of people who have the skills and training to help you develop and execute plans to improve the way work is done. They're trained in Six Sigma and process improvement – and are available to assist departments and teams.

To help support FBO in our quest to achieve our Vision of being "THE Model of Service Excellence" - the PAI department is offering process improvement training and education to FBO staff who are interested in improving the way work is done. We have implemented an online course - "Introduction to CQI", and are also developing a training program for leaders to provide education and tools to assist them in conducting process improvement projects within their own departments.

Allison Martin for Lisa Shrader (Senior Director, Business Affairs) – We are working on revising FBO policies and procedures, to bring them up to date. We have a committee that meets monthly and we are asking all of our leaders to update policies to provide current and accurate guidance for staff. An additional initiative is looking at ways to improve the consistency of financial reporting throughout the university.

Steven Pecic (Senior Director, FP&M Maintenance and Operations) – We need to understand the materials we have on campus and where they are at any given time. We are looking at having a consolidated materials and ordering process to inventory and track all trades, custodial and office supplies to assist you with getting your materials. We want to use something like the PAR system, similar to what they use in grocery stores, to make sure we have what you need. Hiring – we are still working to fill all vacancies; we are looking at all job descriptions to make sure they are accurate for the actual position, as well as how we onboard and train new people.

Debra – How does all of this tie together? We are in the midst of a disruption in higher-ed. Those institutions that are ahead of the curve will remain strong in the changing market.



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Bill – Two initiatives that the Provost and I have led over the last few years are coming to fruition – the RCM budget model, and putting data analytical tools in the hands of the Deans so that they'll know how their schools/colleges are doing.

### **7:00 am meeting – count: 146 attendance; 61 surveys (42%)**

#### **Questions and Answers (Live Poll and from the Floor)**

Q: Does the reduction of 400,000 square feet include a reduction of staff?

A: Bill – No, there is no plan to reduce staff.

Q: When you hire the energy advisor and the other firms, is that free or what is that going to cost?

A: Bill – No we're going to pay for that, approximately \$230,000.

Q: Is there any truth to the rumor that there might be a buyout?

A: Debra – Bryan [Dadey] and I are going to be joined at the hip for the foreseeable future looking at staffing. One of the things we're partnering on is looking at a recommendation regarding an early retirement plan.

Q: Has solar panels been suggested as a way of saving energy?

A: Bill – Everything is on the table.

Q: Who will make up their team (i.e., management/non-management and each department that will be impacted by the improvements)? What will be the selection process for these teams?

A: Debra – The next phase regarding the recommendation is to have Bill's senior team do the final approval and those will become our focus of initiatives for FY2020. The leaders will then engage their teams to fully implement the ideas that were approved and recommended.

Q: What can be done about the temperature on 3<sup>rd</sup> floor of AAB?

A: Steven – Temperature controls are problematic.

Bill – The temperature in our building...I have the same problem in my office on the 4<sup>th</sup> floor. We have issues with the system that we are looking at.

Q: Please tell me why the custodians have to wear the yellow vest in the inside while cleaning faculty offices.



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A: Steven – As I stated in the memo that was issued in December, it was to create a uniform look to all faculty, staff, and students. This also helped with having badges shown; they should be worn in the window. This was also a way to avoid the tax implications. It's required for everyone at all times.

Q: What is the status of hiring a new AVP for FP&M?

A: Bill – We have identified 3 candidates, possibly a 4<sup>th</sup>, to come to campus. The interviews are coming in 2 weeks. We hope to have someone in place by the beginning of the winter semester.

Q: Can we have emails sent because I find it very insulting when people make fun of the vest. I do not want to be demeaned on the job because of the vest.

A: Bill – I am very sorry to hear this. That kind of behavior is unacceptable. We will send out a communication.

Comment: I agree with her. I have been teased every day by everyone on the first floor.

Q: Will we be able to get a second vest, because mine is ripped.

A: Steven – Yes, we keep them in the stock room. Just return the torn vest to the stock room and you can get another one. If anyone has issues/questions regarding the vests, my office is in FP&M; my door is always open.

Q: Will we get the shirts we ordered?

A: Steven – Yes.

Q: Recycle bins – can we change them from the little bins to something different? People just put anything in the bins. They put heavy books and magazines in the bins and it's very hard to lift the bag to empty the bin.

A: Ken – we just need to take better advantage of *Today at Wayne* to talk about the program. We will work with Steven to get the communication out across campus.

Steven – Daryl Pierson has been meeting with the Student Senate as well because they are also not happy with the current situation. They are working to identify the appropriate types of containers. How do we educate the community to handle the recycling?

Comment: The bags are extremely heavy. We have to separate that to make it manageable for the custodians and that's time consuming.



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Steven – Supervisors have the responsibility to speak for the front line workers to address these concerns to escalate to management to correct bad behavior.

Bill – Sounds like we need to do a better job communicating with our customers about what is acceptable behavior. Thank you for raising these concerns.

Comment: I was in a meeting where it was encouraged to bring recycling from home. This has been a while ago... so that's how it started, so we need to educate the community all over again to say that it's not okay.

Bill – Agreed.

Q: I have an issue in my building where people are bringing in their pets. I have one person who uses his electric toothbrush and spits toothpaste all over the mirror every day and I have to clean that up.

A: Bill – Share with Steven where that is and we will address that.

Q: Why is there only 1 stock delivery person? With all these buildings, we need more than one person.

A: Steven – Earlier I talked about the consolidation of ordering supplies. Part of that is hiring a team of people to handle deliveries across campus. It's on the horizon and I'm glad you brought it up.

Q: Are there plans in place to restructure/replace any of the bargaining units?

A: Debra – Not at all. What I've observed is that when those contracts were negotiated outside of HR, it was as though none of those people work at the same company. What I'm focused on is eliminating redundancy and streamlining things to make it better for our employees and ultimately better for our students.

Q: In our building, why am I covering AAB by myself, since Clare graduated?

A: Steven – I would first say talk to your direct supervisor.

Theresa – Thanks to Cassandra for doing a great job.

Q: At I-Bio, we were promised more workers when the building was built. When are they coming?

A: Debra – Let me address the hiring issue. When the budget gets tight, as Bill has said, the first place they look at is non-faculty lines. We need to be very intentional about the level and focus provided so we are aligning that with what's reasonable from a service level perspective. We also can't continue to do things 99 different ways. We need to look at



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different ways to work in the physical areas. Are we working as smart as we can? One of the things that I would say is that the leadership in FP&M has been fantastic about is looking at how we can eliminate waste. This process that we launched at the beginning of the last town hall has begun, but it is a process. You all have the best ideas, but we've got to find ways to be more focused and more intentional.

Comment: So in other words, in I-Bio, we are not going to get any more people.

Debra – Specific to your question about I-Bio, I don't know the answer, but I will find out.

Q: When you talk about the things we do, I have ideas about how to do things more efficiently. When you come up with these committees, have some of us on the teams because we are the ones doing the work.

A: Debra – We want to work in collaboration with you, not in conflict.

Q: To attract more international students, have you thought doing commercials on Facebook, Twitter, Instagram, YouTube?

A: Debra – Michael Wright and Provost Whitfield are committed to reaching out in non-traditional ways.

Bill – We are putting in new strategies in the budget to increase enrollment. There's no silver bullet to providing the finances, but we have processes in place.

Q: Why do we have so many cameras inside our buildings?

A: Steven – We work with WSU PD and people from property audit to determine areas that have large amounts of stock to have security on them to protect out assets from vandalism.

Comment: Thanks for people who work the overtime. They did a great job on the floors and waxing and everything.

### **Questions and Answers (Submitted Online)**

Q: In order to serve our college, or faculty needs, we need a way to move quickly on some items. For example, move furniture, paint, assemble simple furniture, cleaning. Waiting weeks or months slows down our ability to streamline all our other functions. This is a major bottleneck. How can we fix this?

A: Bill – Continuous improvements is one way to improve this process. How efficient are your current processes? It's work to review and improve those internal business processes.



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Q: Can you please form a study committee to research how a four day work week could impact the University? It would save energy, make office hours available for working adults and allow your lower paid workers to get second jobs on the weekend.

A: Debra – Many companies have flexible work schedules. Healthcare has done this for about 25 years. One of the things we're focusing on from an HR perspective is where different kinds of work schedules can be effective for different types of employees. As many of you may know, this is one of the most candidate driven markets I've seen in my lifetime. There are far more jobs than there are people to fill them. Companies have to be creative to attract better candidates for those positions. People want to have more flexibility in the hours they work. When you tie looking at more work schedules and how we form the jobs, along with training, it allows us to provide opportunities.

Q: With all of the recent mass shootings, wouldn't it be a good idea to have a mass shooter training and/or drill?

A: Bill – Yes it would. My thought is to bring the gentleman from Public Safety to the town hall to do a presentation. It is very powerful.

Ken – Public Safety has put a training online where supervisors can do this in-house. Just go to the public safety website to get to the video training.

**2:00 pm meeting – count: 99 attendance; 41 surveys (41%)**

### **Questions and Answers (Live Poll and from the Floor)**

Q: Can all of HR be moved to one central location?

A: Debra – With the model that we're implementing – where I've seen that work best – is if those team members are located within the departments they support. I see a better synergy when they're all together.

Q: Who will serve as Interim CFO upon Bill's departure?

A: Bill – I know the President is launching a search team immediately for my replacement. He has a goal of having this complete by January.

Q: What is our greatest challenge in helping us getting through this disruption in higher education?

A: Bill – I think they are all very important. A lot of good initiatives came out of the last Town Hall and we will continue to look at those – all 300 – and continue to pick the best ones. Let me highlight a couple of them. The Energy P3 and the \$1.5B in deferred





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maintenance – the only way we can address that is to implement multiple strategies. We have a lot of projects that pay for themselves in 2-3 years; we have other projects that pay for themselves in a 30-40 year period. All of the systems in every building affect the energy.

Q: What is the timeline for the One HR Model to be completed?

A: Debra – If we don't change the culture, none of this stuff will happen. There is some preliminary work that we need to do to make sure we have the right people in the right roles. We now have about an 18 month, very aggressive timeline. December of 2020 is the timeline we currently have.

Q: Do we foresee FBO layoffs to address the \$13+ million shortfall?

A: Debra – The problem would be going straight to layoffs without looking at what Allison has been talking about – processes and opportunities for quality improvement. The opportunity is to create enough efficiencies and savings where we do not have to see layoffs.

Q: Are we looking at a better recycling program on campus?

A: Daryl Pierson – Yes, we're currently going through each building and doing a recycling assessment to determine strategic placement. We are in the process of improving the recycling process around campus. So you will see a difference in the recycling program and a lot more interaction within your buildings. I welcome all comments, concerns or suggestions. You can reach me at [ar1086@wayne.edu](mailto:ar1086@wayne.edu) or you can check our living green page on the website. We do recycle – that's a question we often get.

Q: Are you benchmarking across other institutions to see what their programs are?

A: Daryl – Yes, we are looking at other institutions. We know we have to get out into the community. We're doing some training with custodial supervisors and we will revisit that. So it's a total process and we're trying to leave no stone unturned.

Q: Can parking rates be on a sliding scale based on salary?

A: Bill – Actually I've worked at some universities that have done that. There have been conversations about that at different meetings in the cabinet and board meetings. I won't be here, but I do think that we should look at it.

Q: Debra – Do we know what the city of Detroit and other large municipalities pay for parking?

A: Brian – It would vary company to company.





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Q: How does Banner Finance measure up?

A: I'd say it's okay. It's not the platinum standard, but it's okay.

### **Questions and Answers (Submitted Online)**

Q: When is WSU changing over to June 30 fiscal year?

A: It makes a lot of sense to change it but it has not risen to a top priority given the demands.

Q: Are there any chances that the pedestrian bridge that connects the main campus with the athletic complex can be "branded" Wayne State? I think it would be a great look and tie the two sides of the Lodge together, not to mention the advertising opportunity due to the large volume of cars that travel under it daily. It is currently a faded light blue. Perhaps painted or wrapped with WSU symbolism or something of that nature?

A: Ashley Flintoff – The bridge is MDOT jurisdiction, not Wayne State's. The master plan does call for working with MDOT to move the bridge. The branding discussion would have to be with MDOT.

Q: When will 26.1 be resolved and refunds be given?

A: Bill – I don't have an answer today. Debra and I are both passionate about this, but I don't currently have a timeline.

Q: PAI success story?

A: We just finished a cross functional group of finance, housing, and several other departments. Housing was having issues with how to bill students. It was an important win because it focused on FBO and other areas across the university, and resulted in efficiency.

Q: What is the status and timeline for a new HR system?

A: Bill – We desperately need a new system.

Debra – What we're doing over the course of the next year to prepare us to do an accurate and appropriate request for a new system is doing an end-to-end talent acquisition process. We don't have an integrated lead management process. We don't have a standardized approach to employee/labor relations. We're making significant process with that. We will then be able to do an RFP for a new system.

Q: Will there be an increase in employee benefit premiums this year?



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- A: Debra – Yes, but it depends on the plan you’re in and the particular level. The premiums came in less than what was projected. I have very good insight into the manipulation of the charges so they can maximize their revenue. We have hired Great Lakes Benefits to review all of our benefits structure and documents to see where we are leaving money on the table. U of M used them and determined they were leaving over \$1M on the table. We are also doing an independent audit. We have not done one in 10 years. When we start open enrollment, we are going to have an amnesty period where people can remove those on their benefits that should not be there. After that, we will do an audit and remove them.
- Q: When is a competitive maternity leave going to be implemented?
- A: Debra – I think that it’s a different question. A lot of organizations that are competitive in attracting and maintaining talent are looking at different work schedules.

**6:00 pm session – count: 55 attendance; 19 surveys (35%)**

### **Questions and Answers (Live Poll and from the Floor)**

- Q: Why do we have to wear vests inside while we work?
- A: Steven – I will be working to ask a team of people from multiple subunits to get together to review our uniforms to see what we can do to improve. The vests were not the silver bullet that they were intended to be. It was intended to bond us together as one team, allow for visibility and safety. It’s had mixed reviews and we’ve heard. So please stay tuned as we rethink this. How does that sound?
- Q: That sounds okay. Were you thinking in terms of different shirts in a brighter color?
- Q: But as of now, do we have to work in them?
- A: Steven – I will back-peddle on that and ask that you would please wear them outside.
- Q: When are we going to hire some new people?
- A: Steven – We are in the process of hiring new people. Some other positions came up recently that we are polling.
- Nisha – We’ve narrowed it down and we are in the process of scheduling interviews. This year will be the goal.
- Q: What happened to overtime?



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A: Steven – We blew the budget on overtime, to be frank with you. We had to cut back on our spending; we can't spend money that we don't have.

Q: In a high volume area, if someone is out for an extended period, can we put someone in their place so that the building doesn't suffer?

A: Steven – There are three types of overtime – project, sector and coverage. We have not cut back on coverage over time. If there is a shortfall, I ask that you please talk to your supervisors. When we are asked for that overtime, we do approve that. The goal is not to work anybody to death.

Comment: I think some of the supervisors need to get that in their heads.

Debra – We have people that are out on FMLA, etc. – this is where it's unique in how we budget here. I think it's two things...how people get paid when they are out sick. Here it comes out of their sick pay; other places, they are put on short term disability and it doesn't come out of the department budget. I wonder if there's some way to budget for that.

Q: How long before we get a raise and do we have money for the raise?

A: Debra – The next contract negotiation for AFSCME is next year. We need to look at market analysis to – not just do the historical come to the table and battle it out over pennies, but to look at what it takes to be successful and retain people.

Q: These town hall meetings have been great. What will happen when you leave? Will the town halls go away? A lot of people feel good about this. They have the opportunity to get their concerns heard.

A: Bill – I hope they don't go away. It will be up to the new VP. The President will be interviewing the candidates. I have a meeting with the President tomorrow and I will ask him to encourage the new VP to continue these town halls. It's been a pleasure to serve Wayne State University and be your vice president. I want to thank you for all of the hard work that you do.

Q: How will we make Labor Relations and HR more efficient?

A: Bill – I brought Debra in because labor relations was old school adversarial. We want our employees to be appropriately paid and we need to do the market analysis to accomplish that.

Debra – What I've found most productive in unionized environments is remembering why we're all here. Here it is our students – that's why we're all here. Higher ed is in a disruption right now. We are fighting for students because fewer people are going to



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college. There are so many more jobs than people. A lot of people are waiving requirements and training employees themselves. Ways to accomplish that is to align ourselves around the common goal. With Lauri and the team that she's brought in, we have begun to develop much more respectful partnerships with union leadership.

Q: If a grievance is put in, it shouldn't 3, 4, 5 months....

A: Debra – I like to investigate to figure out what's going on and what needs to change. What I'm accustomed to is that if there's a grief, HR works with the employee to work out the situation. Then if things are not worked out, the employee can file a grievance. Right now, Labor Relations is not involved with writing up the complaint, etc. Something else I learned was that we were suspending people without pay before we heard the grievance, without them having an opportunity to present their case. We are no longer doing suspensions without pay. We may have to suspend people, but we will do it with pay.

Q: In doing market analysis, are you comparing us to other companies or who are you comparing us to?

A: Debra – There is a standard way to do market analysis. You have to look at the actual duties, not the title. Then you decide who you're going to benchmark to. The way I think about it is who do you recruit from. We don't just recruit from higher ed. We recruit from a higher range of industries. Let's take custodial – it is not a profession that is exclusive to higher ed. So based on this data from comparable organizations, this is what the pay range should be and the benefits that come along with it. It's against the law to do a market analysis using FOIA according to the Sherman Act. It has to be a blind review and it's got to be properly aged to be in compliance with the law.

Q: If when the analysis is done, that means we have to move people to the pay according to the analysis, right?

A: Debra – That is the goal. That data will give us something valid and reliable.

### **Comments**

I would like to thank the FBO Team and Bill for listening to our requests and suggestions over the past few years!!

GREAT JOB!!!