



The Road to **STATE'S REAFFIRMATION** 2015



Resource Planning at WVSU

As we learn more about the reaffirmation of accreditation each week in *The Road to State's Reaffirmation 2015*, we will examine how select elements of West Virginia State University (WVSU) campus life and culture interact with the Self-Study Report. It is essential that the University allocates its resources in alignment with its mission and priorities, today and long into the future. As a result, let us briefly examine resource planning at West Virginia State University.

WVSU Business and Finance utilizes a two-step budgeting and planning process that addresses both short-term and long-term considerations. These budgeting processes are overseen by the Vice President for Business and Finance. In the short term (up to three years), the annual budgetary needs are emphasized, while in the long term (three-10 years), the strategic planning process takes precedence. Both the short- and long-term budgeting processes (discussed in more detail below) are conducted with the University prioritizing its mission and vision, and ancillary items being of secondary consideration. That being said, the University must also maintain flexibility in resource allocation in order to capitalize on emerging factors, unexpected opportunities, or to respond to unexpected costs as needs arise. The ultimate goal is to maintain a solid financial platform for the University as a whole.

Short-Term Resource Planning

The focus of the short-term budgeting process is to prioritize the use of available funds according to core mission objectives. This is a three-step process. Total revenue from all available sources is assessed, cost of achieving core objectives (e.g. academic programming) is calculated, and then funds are allocated in such a way as to maximize the achievement of core objectives. Additional funds, if available, are then allocated toward ancillary goals (e.g., the bookstore). Tuition and fees, which can vary from semester to semester, are the primary revenue stream for the University. In order to maintain correct and effective budgeting, the University must anticipate increases or decreases in enrollment and adjust the budget accordingly to ensure the maximum effectiveness of available funds towards the achievement of core objectives. A variety of techniques are used, not only to anticipate enrollment, but also to work toward increasing enrollment and thereby revenue to the University. The most prevalent of these techniques is to identify trends in the number of local high school graduates who are likely to pursue a college education and then to maximize the recruitment and enrollment of those students in the University. As history has shown, WVSU's process for short-term budget planning is effective.

Long-Term Resource Planning

Planning for the future of academic programs necessarily focuses on identifying long-term trends in specific disciplines and higher education as a whole. The academic deans from each of the four colleges have identified four important characteristics when planning for the future of academic programs; the input of faculty, students, outside governing agencies and trend-tracking all have a vital role in the long-term planning process.



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Long-term resource planning for academic programs is largely driven by faculty members and department chairs, who are essential for identifying and responding to emerging factors within their respective colleges. The expertise of faculty members within their specific discipline is employed to revise, create and update academic program offerings while keeping with the mission of University. For example, in the College of Business and Social Sciences, economics faculty revised their degree program to offer concentrations in international finance and international economics due to faculty expertise, increasing importance of economic globalization, and student demand. The College of Professional Studies reports faculty input is especially important in keeping abreast of, and anticipating changes in, discipline-specific licensing and accreditation requirements, which can also affect long-term resource planning. Resource planning for capital outlay projects is dependent on the total amount of capital funds. Capital funds are primarily derived from capital fees paid by students as a part of their tuition and funds provided by the State of West Virginia through the West Virginia Higher Education Policy Commission (WVHEPC).

Flexibility

The University is able to capitalize on unexpected opportunities by maintaining a flexible outlook and a sense of resourcefulness. The decision to embark on the development of a 2+2 nursing program is an example. When the opportunity to collaborate with West Virginia University (WVU) and several community and technical colleges in the state presented itself, the administration first determined that the opportunities were in alignment with the goals of the University. Once that had been established, Business and Finance then determined that the University was in a position to pursue the development of a program without threat to its financial stability. The faculty then established that the University had the capacity to train and educate future nurses. As a result, the University is currently in the process of establishing a nursing program, despite the fact that doing so had not been a part of the current strategic plan.

For more information about The Road to State's Reaffirmation 2015, please click here to discover in-depth information about the process, read the University's Self-Study Report and more!

For questions or comments regarding the University's reaffirmation of accreditation process or the self-study report, please send all inquiries and information to reaffirmation@wvstateu.edu or call (304) 204-4300.