

EXECUTIVE COUNCIL

AGENDA AND MEETING SUMMARY

10/13/2022 VIA ZOOM

Attendees: Sarah Woodrum, Haley Cothorn, Scot, McIntosh, Ruchi Bhandari, Erik Carlton, Roberta Mogyoros, Bethany Barone Gibbs, Keith Zullig, Weimin Gao, Beth Morrison, Crystal Rhodes

Absent: Jeff Coben, Nick Castle

WELCOME AND OVERVIEW OF EXECUTIVE COUNCIL

Presented by Jeff Coben, Dean/Sarah Woodrum, designee

This will be a hybrid meeting, starting with the next meeting (in December).

1. Collectively share information across all aspects of the school.
2. Give everybody an opportunity to raise concerns and address them as a collective group.
3. Give the dean opportunity to collect input on initiatives he might be considering or have questions about so he can move forward across the whole school. With the hope that he has support and input from all of the represented groups.
4. Dean wants everyone to have access to the minutes. Crystal suggested placing them on the employee hub so everyone can view, instead of having a Microsoft Teams site.

ACADEMIC AFFAIRS UPDATE AND PRIORITIES

Presented by Erik Carlton, Senior Associate Dean for Academic and Student Affairs

1. 4+1 or 3+2 program – develop accelerated bachelors to masters programs in both BS programs. Target: All on line by Fall of 2023. BSHSML – MHA; BSPH – MPH; and possibly BSPH – IH

Draft plan of studies by end of October. They do not need to go through the normal “new program” review since the programs already exist, so the approval process will be quicker. Course renumbering across our curriculum will take place. The MHA and MPH courses for the first year will be renumbered to 500 level courses. 500 and 400 level courses can be cross-listed.

While looking at the plan of studies, the competencies will need to be reviewed. Constina Charbonnette is tasked with developing the plan of studies.

2. Planning around potential PH minor as well as the ability to take courses on the downtown campus.

We will be offering a minor in Public Health, starting in Fall 2023. The process for approval is not as rigorous as a full degree program. Leah is working to place the courses on the downtown campus.

Other academic issues, we are working on updating the names of a few course. We are changing the way we deliver the master level public health course for the MS programs (PUBH 659). It will be developed as a self-paced, non- credit, course. This will be removed as a paid part of the student's curriculum, which will open up the plan of study to add another elective that could be more specialized in the student's field of study. PhD program, we are trying to move the EPI program CIP code to fall under the SPH PhD program. It is currently independent because it is considered a STEM program. Erik believes that there is a public health CIP code that is considered STEM. If this is true, he will advocate using that. We are also working on a PhD program in HPML, this is low priority at this time.

STUDENT AFFAIRS UPDATE AND PRIORITIES

Presented by Scot McIntosh, Assistant Dean for Student Affairs

1. Tuition discount focus for MPH students and why MPH versus the other degrees. The MPH is a fundamental piece for the SPH so we have to grow it at this time.

For the current recruitment cycle, this is an opportunity offered to residential MPH students.

Eligibility requirements:

- Applicants applying as a full-time residential MPH Student for Fall 2023 academic year with a minimum GPA of 3.0.
- Students are eligible based on cumulative GPA from most recently completed degree program.
- Student funding will be committed for two years of the MPH program but student must maintain 3.0 GPA and continue making progress to degree completion

MHA, all MS programs, MPH online and part-time MPH students are not eligible. Nor are Medical Residents or others pursuing other professional degrees (DDS, MD, etc.). WVU employees, HSTA students, and already funded Veterans benefit recipients do not qualify for this tuition assistance program since they receive tuition assistance funding elsewhere.

Scot continued to provide detailed information that is available to view at the end of the summary. The PowerPoint slides are titled, *MPH Workforce Development Funding*.

BUDGET REPORT AND PLANNING

Presented by Roberta Mogyoros, Assistant Dean for Business and Operations

The new university budget model and the implications it will have for the School.

Why is the University changing its budget model? – To improve transparency in calculation and allocation of funds across the University. Starting in fiscal year 2024.

Revenue allocations are focused on unrestricted funds, specifically tuition and state appropriations. Allocation recommendations by the Design Team are based on various metrics informed by industry best practices.

REVENUE	DESIGN TEAM RECOMMENDED ALLOCATION METRICS	DESIGNATED REVENUE ¹
Undergraduate Tuition	<ul style="list-style-type: none"> ✓ 80% College of Instruction (<i>using Credit Hours Instructed</i>) ✓ 20% College of Record (<i>using Credit Hours for Student's Declared College of Record</i>) 	College Tuition Differential
Graduate / Professional Tuition	<ul style="list-style-type: none"> ✓ 100% College of Record 	College Tuition Differential
University Online Tuition	<ul style="list-style-type: none"> ✓ Base: 80% College of Instruction; 20% College of Record 	Variable Online Tuition
Scholarships / Financial Aid	<ul style="list-style-type: none"> ✓ UG: 80% College of Instruction / 20% College of Record ✓ GR / PR: 100% College of Record 	Direct Revenue (<i>Contra</i>) Alignment
Student Fees	<ul style="list-style-type: none"> ✓ 80% College of Instruction; 20% College of Record (<i>General Students Fees Only</i>²) 	Course / Auxiliary Fees
State Appropriation	<ul style="list-style-type: none"> ✓ Extension Subsidization ✓ Research Subsidization ✓ State Formula Funding: Degrees Awarded and CHP by College of Instruction 	State Designated Appropriations
Indirect Cost Recovery	<ul style="list-style-type: none"> ✓ F&A Recovery Directly to Unit 	Alignment to Expense

¹ Represent Designated funding which will be held where currently recorded in the GL and will not be redistributed using a formula

² General student fees include Banner Online Learning Fee, Banner Univ. Fees Non-Auxiliary, Banner Univ Tuition Info Technology Fee, and Banner Univ. Tuition Library Student Fee

Middle column is the disbursement of the university portion of tuition. The right column is the tuition of the School's tuition.

Any program that is considered a multi-disciplinary will need to have MOU's in place to clearly define allocation of tuition funds. This is still being discussed and developed.

The chart below outlines WVU's support units by function with potential metrics to allocate current activities. The Design Team has made recommendations of how cost pools should be allocated, based on which variables resonate best with WVU.

SUPPORT UNIT COST POOLS	SAMPLE COMPONENTS		DESIGN TEAM / SPONSOR RECOMMENDATIONS
Academic Support	<ul style="list-style-type: none"> ✓ Office of the Provost ✓ Libraries ✓ Enrollment Management 	<ul style="list-style-type: none"> ✓ University Registrar ✓ Academic Affairs Support ✓ Student Financial Services 	Faculty and Student FTE
Facilities (Main WVU)	<ul style="list-style-type: none"> ✓ Utilities ✓ Environmental Health and Safety 	<ul style="list-style-type: none"> ✓ Facilities Management ✓ Physical Plant 	WVU Net Assignable Square Footage
Information Technology	<ul style="list-style-type: none"> ✓ Information Technology 		Employee and Student Headcount
General and Administrative	<ul style="list-style-type: none"> ✓ Office of the President ✓ Shared Services ✓ Fringe Accounts 	<ul style="list-style-type: none"> ✓ Finance and Administration ✓ University Relations ✓ Human Resources 	Total Direct <i>Unrestricted</i> Expenditures
Research	<ul style="list-style-type: none"> ✓ WVU Research Office Admin ✓ Research Office ✓ Sponsored Programs 	<ul style="list-style-type: none"> ✓ WVU Centers and Institutes ✓ Regional Research Institute ✓ Research and Economic Dev. 	Research Expenditures
Student Affairs	<ul style="list-style-type: none"> ✓ Dean of Students ✓ Office of VP of Student Life ✓ Office of International Global Outreach 	<ul style="list-style-type: none"> ✓ Residential Education ✓ SL Student Success ✓ Center of Black Culture 	Student Headcount
Debt Services	<ul style="list-style-type: none"> ✓ General Ops. (Debt Services) 		Direct assignment to HSC and Regionals; remainder allocated by Net Square Footage
Facilities (HSC)	<ul style="list-style-type: none"> ✓ HSC Facilities 	<ul style="list-style-type: none"> ✓ HSC Utilities 	HSC Net Assignable Square Footage

* Support unit expenses will be netted against unallocated support unit revenues prior to expense allocations to revenue-generating units.

In the new budget model, the above services will now be charged to Schools/units where in the past they were not.

SUBVENTION AND STRATEGIC INVESTMENT POOL

One of the most critical elements of an incentive-based budget model is the creation of a pool of resources to address unit-level subsidies, university priorities, revenue growth strategies, and other strategic initiatives.

RATIONALE	<ul style="list-style-type: none">✓ The sum of the parts is not optimal for the whole, therefore the University needs the ability and flexibility to act as one entity with respect to key initiatives.
FUNDING SOURCE	<ul style="list-style-type: none">✓ Central funds are centrally retained and/or generated revenues purposed for mission and strategic investment.
FUND PRINCIPLES	<ul style="list-style-type: none">✓ The Strategic Initiative Pool can be a useful management tool to help fund long-term initiatives by advancing capital, provide critical subsidies to kick-start initiatives.✓ Funding sizes should enable leadership to “steer,” which will ultimately benefit the University mission as a whole.✓ Funds provided to any unit should never be viewed as an annual entitlement only to kick-start initiatives.✓ The model uses a participation fee to generate the central fund, applying a participation rate to selected revenues. Having a diverse revenue portfolio rather than a single source allows for stability.✓ Participation fees need to ensure “neutral starting points” at implementation; thus, the rate needs to be high enough to ensure surpluses are available to fill all Academic Unit deficits.

The entire PowerPoint presentation can be reviewed at the end of this summary. It is titled, *Budget Model Redesign Overview*.

DEPARTMENTAL INITIATIVES

Presented by Keith Zullig, Associate Dean for Departmental Affairs

1. University plans to revise P&T standards so please remind faculty about our school wide P&T meeting with Chris Staples and Melissa Latimer on October 19th at 10am. There is an expectation for each school and college to revise their own P&T guidelines. Last Spring, we started to revise ours but did not finalize so we will be looking at our P&T guidelines and reviewing last year’s suggestion and looking for department specific ideas as opposed to just school changes. Departments will be responsible for what is required for a faculty member in their department to move up in academic rank.
2. We will also simultaneously be working on our workload documents. These will be parallel processes to wrap up by end of next spring for both. That is our goal.

Goal is to have all completed by next spring.

FACULTY ISSUES AND REPORT FROM FACULTY SENATE

Presented by Ruchi Bhandari, Faculty Representative

Notes from the Faculty Senate meeting on October 3, 2022 prepared by Ruchi Bhandari

[President Gee’s State of the University address:](#)

1. There has been a declining enrolment and retention rate.

2. Annual federal student loan debt for WVU students is much lower than the national average with 41% of the undergraduate students having graduated debt-free last year.
3. WVU Foundation raised \$126 million last year to fund student scholarships.
4. Increased WVU mental health services – additional mental health positions were filled at Carruth Center; and a second CARE team member was hired. Two additional counselors were hired to support graduate and professional students at the College of Law and HSC. The website: <https://mentalhealth.wvu.edu/> has updated information.
5. WVU's Project TRAIN (Teacher Resources for Addiction Impact Now) has expanded its program for training teachers and youth camps statewide to support students affected by addiction.

Provost Reed:

1. Initiatives to help at-risk students:
 - Wrap around support for Pell eligible students including more professional advisors.
2. Academic transformation:
 - Results of the review of HSC programs will be shared with the Dean.
 - Programs of Concern and Programs of Opportunity were identified.
3. Faculty Rewards and Recognition Committee has proposed changes to the University's Procedures document:
 - On October 7, the new draft of the University's Procedures document was shared with WVU faculty for an open-comment period through Friday, November 11, 2022. Only full-time WVU faculty members can submit comments.
 - The Office of the Provost will be conducting "town hall" discussions until October end on the proposed changes to gather feedback during this period of formal comment.
 - An updated document will be shared and submitted for a vote at the December 2022 Faculty Senate meeting.
 - If approved, the document will then go to President Gee for his approval and be live in January 2023. Colleges, schools and/or departments can begin modifying their existing documents to align with the new guidelines.
4. New teaching assessment tool is about to be pilot tested to gauge student perceptions of instruction. Guidelines will be provided on how to edit and personalize as well as how to use the data that will be collected.

Director of Academic Integrity, Paul Heddings:

- Mentioned that faculty report about 1000 cases of academic integrity annually.
- Recommended instructors utilize TurnItIn.
- Federal District Court in Ohio recently ruled that online environment scans (for example, used for proctoring online exams) are unlawful searches as prohibited by the Fourth Amendment of the U.S. Constitution. However, the rule is not yet binding on WVU.

Faculty Senate has organized a blood drive on November 3 at the Law School.

STAFF ISSUES

Presented by Beth Morrison, Staff Representative

None at this time.

STUDENT ISSUES

Presented by Haley Cothorn, Student Representative

None at this time.

REMINDERS AND ADJOURNMENT

Presented by Jeff Coben, Dean/Sarah Woodrum, designee

None at this time.

ACTION ITEMS

None at this time.

NEXT EXECUTIVE COUNCIL MEETING

The next Executive Council meeting is scheduled for 12/8/2022.

Please email Crystal Rhodes with any topics you wish to discuss.

Meeting summaries will be located on the School of Public Health Employee Hub website,
<https://hsc.wvu.edu/hub/public-health/>.

MPH WORKFORCE DEVELOPMENT FUNDING

Public Health Graduate Tuition Assistance Program for the
Residential MPH Program

Effective October 2022 for Entering Residential MPH
Students – Fall 2023

ELIGIBILITY

- Incoming, full-time residential MPH Students for Fall 2023 with a minimum GPA of 3.0.
- Students are eligible based on cumulative GPA from most recently completed degree program.
- Student funding will be committed for 2 years of the MPH program but student must maintain 3.0 GPA and continue making progress to degree completion

WHO IS NOT ELIGIBLE

- MHA, ALL MS PROGRAMS, MPH ONLINE AND PART-TIME MPH
- Not available to Medical Residents or others pursuing other professional degrees (DDS, MD, etc)
- WVU Employees (they already receive waiver of 6 credits of University tuition)
- HSTA Students (funding already provided)
- Veterans Benefit Recipients who are already funded

The funds listed above tend to be better options for students

Administration of Funding

- 8 offer letter templates will be created for 4 possible funding tiers (4 tiers for in-state students, 4 tiers for out-of-state students).
- Offers should be automatically communicated with Admission Offer via the SOPHAS platform
- Students will need to complete Admissions Reply Form and Funding Acceptance Form
- Funds will be tracked and administered by Scot, Bradlee or Tessa (tbd)
- For 2022/2023 Recruitment Cycle, funding is used as a Pilot. To minimize amount of tuition waived on the books, Dr. Coben has asked that the school support the first 15 (or 19) students from available funds within the school – particularly, the Academic Innovation Fund. Once the break even point is reached, all other offers can be processed as waivers.
- From the student perspective, the above point causes no impact – whether waiver or scholarship, the amounts and communication will be the same. The SPH OASA team will just need to track and submit the first 15 (or 19) as a scholarship then submit remaining students above that total using the WVU Merit Waiver Form.

Level 4 Merit Waiver (3.00-3.24 GPA)

- **Commitment to Waive or Scholarship 1 Credit of University & School Tuition**
- MPH In-State Dollar Value Per Semester (\$750)
- MPH In-State Dollar Value Per Year (\$1,500)
- MPH In-State Dollar Value Per 2 Year Program (\$3,000)
- 11.1% Tuition Discount

- MPH Out-of-State Dollar Value Per Semester (\$2,021)
- MPH Out-of-State Dollar Value Per Year (\$4,042)
- MPH Out-of-State Dollar Value Per 2 Year Program (\$8,084)
- 11.1% Tuition Discount

Level 3 Merit Waiver (3.25-3.49 GPA)

- **Commitment to Waive or Scholarship 2 Credit of University & School Tuition**
- MPH In-State Dollar Value Per Semester (\$1,500)
- MPH In-State Dollar Value Per Year (\$3,000)
- MPH In-State Dollar Value Per 2 Year Program (\$6,000)
- 22.2% Tuition Discount

- MPH Out-of-State Dollar Value Per Semester (\$4,042)
- MPH Out-of-State Dollar Value Per Year (\$8,084)
- MPH Out-of-State Dollar Value Per 2 Year Program (\$16,168)
- 22.2% Tuition Discount

Level 2 Merit Waiver (3.50-3.74 GPA)

- **Commitment to Waive or Scholarship 3 Credit of University & School Tuition**
- MPH In-State Dollar Value Per Semester (\$2,250)
- MPH In-State Dollar Value Per Year (\$4,500)
- MPH In-State Dollar Value Per 2 Year Program (\$9,000)
- 33.3% Tuition Discount

- MPH Out-of-State Dollar Value Per Semester (\$6,063)
- MPH Out-of-State Dollar Value Per Year (\$12,126)
- MPH Out-of-State Dollar Value Per 2 Year Program (\$24,252)
- 33.3% Tuition Discount

Level 1 Merit Waiver (3.75-4.00 GPA)

- **Commitment to Waive or Scholarship 4 Credit of University & School Tuition**
- MPH In-State Dollar Value Per Semester (\$3000)
- MPH In-State Dollar Value Per Year (\$6,000)
- MPH In-State Dollar Value Per 2 Year Program (\$12,000)
- 44.4% Tuition Discount

- MPH Out-of-State Dollar Value Per Semester (\$8,084)
- MPH Out-of-State Dollar Value Per Year (\$16,168)
- MPH Out-of-State Dollar Value Per 2 Year Program (\$32,336)
- 44.4% Tuition Discount

MPH WORKFORCE DEVELOPMENT FUNDING

Funding Level	WV Resident	NON-WV Resident
Level 1 (3.75-4.00 GPA)	\$12,000	\$32,336
Level 2 (3.50-3.74 GPA)	\$9,000	\$24,252
Level 3 (3.25-3.49 GPA)	\$6,000	\$16,168
Level 4 (3.00-3.24 GPA)	\$3,000	\$8,084

*Amounts above reflect total funding offered for 2-year program

**GPAs for calculation will be the officially reported undergraduate, or graduate, GPA from SOPHAS/WES

EXAMPLES OF IMPACT ON DEGREE COST BY TIER – PROSPECTIVE IN-STATE STUDENT:

- Prospective In-State MPH Student (3.14 GPA) Cost, No Funding: \$29,736 ---- Prospective In-State MPH Student (3.14 GPA) Cost, Proposed Funding: \$26,736
 - *Assumes a waiver of 1 Credit of University and College Tuition*
- Prospective In-State MPH Student (3.33 GPA) Cost, No Funding: \$29,736 ---- Prospective In-State MPH Student (3.33 GPA) Cost, Proposed Funding: \$23,736
 - *Assumes a waiver of 2 Credits of University and College Tuition*
- Prospective In-State MPH Student (3.63 GPA) Cost, No Funding: \$29,736 ---- Prospective In-State MPH Student (3.63 GPA) Cost, Proposed Funding: \$20,736
 - *Assumes a waiver of 3 Credits of University and College Tuition*
- Prospective In-State MPH Student (3.83 GPA) Cost, No Funding: \$29,736 ---- Prospective In-State MPH Student (3.83 GPA) Cost, Proposed Funding: \$17,736
 - *Assumes a waiver of 4 Credits of University and College Tuition*

EXAMPLES OF IMPACT ON DEGREE COST BY TIER – PROSPECTIVE OUT-OF-STATE STUDENT:

- Prospective Out-of-State MPH (3.14 GPA) Cost, No Funding: \$75,492 ---- Prospective Out-of-State MPH (3.14 GPA) Cost w/ Proposed Funding: \$67,408
 - Assumes a waiver of 1 Credit of University and College Tuition
- Prospective Out-of-State MPH (3.33 GPA) Cost, No Funding: \$75,492 ---- Prospective Out-of-State MPH (3.33 GPA) Cost w/ Proposed Funding: \$59,324
 - Assumes a waiver of 2 Credits of University and College Tuition
- Prospective Out-of-State MPH (3.63 GPA) Cost, No Funding: \$75,492 ---- Prospective Out-of-State MPH (3.63 GPA) Cost w/ Proposed Funding: \$51,240
 - Assumes a waiver of 3 Credits of University and College Tuition
- Prospective Out-of-State MPH (3.83 GPA) Cost, No Funding: \$75,492 ---- Prospective Out-of-State MPH (3.83 GPA) Cost w/ Proposed Funding: \$43,156
 - Assumes a waiver of 4 Credits of University and College Tuition



WVU Modernization Program

**BUDGET MODEL REDESIGN:
AN OVERVIEW**

The background of the slide features a low-angle shot of a modern glass-walled building on the left, with a large tree on the right. The sun is shining through the leaves of the tree, creating a bright starburst effect. The sky is a clear, bright blue. The overall scene is bright and optimistic.

The **WVU Modernization Program** will ensure that West Virginia University becomes the land-grant university of the future.

This will be accomplished by engaging students, faculty and staff across the campus community in a multi-year initiative to transform the user experience and position the University for future success through optimized systems and practices.

WVU MODERNIZATION PROGRAM: MISSION

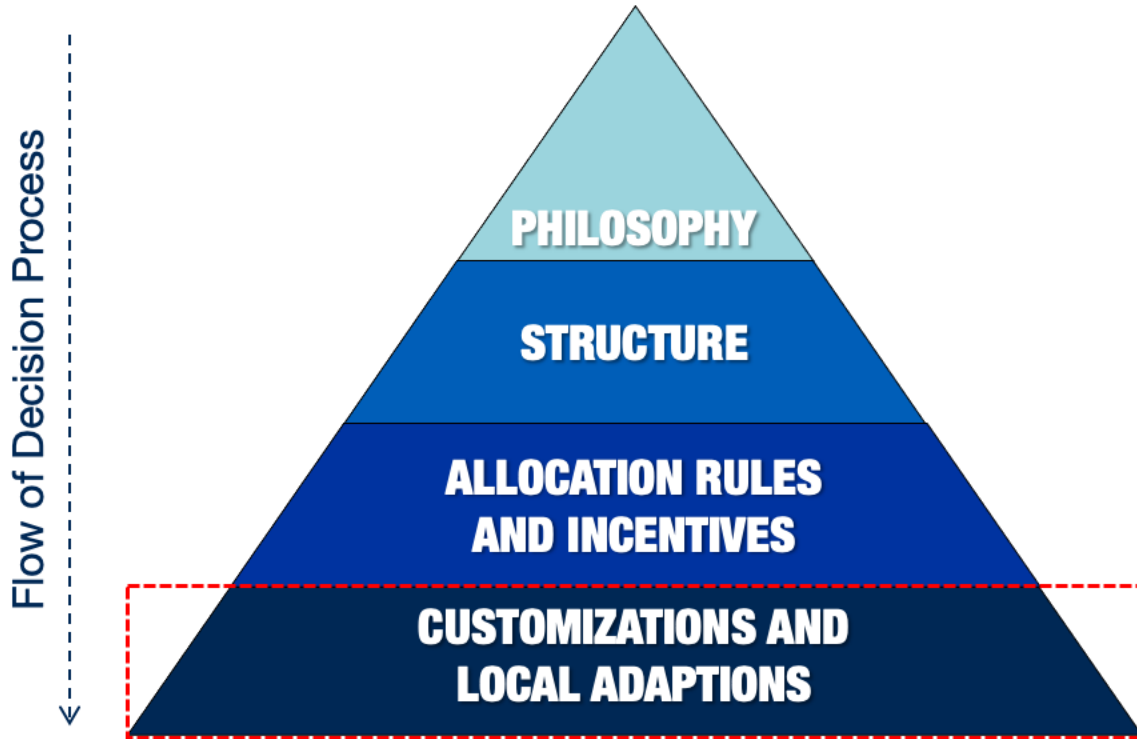
BUDGET MODEL REDESIGN

- As part of these efforts, a collaborative design team, representing individuals from various areas of the University, is working to create a **new budget model** at WVU that defines cost and revenue allocation aligned with the institution's **strategic objectives** and **budget management** philosophy.
- It is intended to improve institutional **transparency**, **decision-making** and **alignment** around the University's strategic goals.
- The project launched in February 2022. After completing all five phases of work, the new budget model will be implemented in July 2023 (FY2024). We are currently in **Phase 3**.
- The final phase, Parallel Process, is a proof-of-concept exercise allowing the University to tweak and customize the model as needed.



STAGES OF MODEL DEVELOPMENT

Effective budget redesigns require four stages of decisions, with each level requiring increased levels of institutional insights and customizations.



- ✓ **Philosophy:** reflects the University's desired financial management model, considering elements such as centralization, authority, accountability and responsibility
- ✓ **Structure:** reflects the elements of the model with respect to scope of funds, categorization of operating units, presentation of data, etc.
- ✓ **Rules:** reflects how the model will portray the University's internal economy and drive behavior
- ✓ **Customizations:** reflects model tweaks to address operational realities, institutional culture and local unit needs

INCENTIVE-BASED BUDGET MODEL ELEMENTS

Incentive-based budget models share five common elements related to the flow of revenues and expenses across the institution. Each element may contain incentives applied through allocation rules or algorithms used to promote them.

Direct Revenue Alignment

Recognized as revenue by the revenue-generating unit for goods or services provided (e.g., grants and contracts, gifts, etc.)

Direct Expense Alignment

Actively managed, and currently accountable, for direct expenses by the respective academic units (e.g., faculty salaries)



Revenue Allocation

Devolves revenue ownership from central administration to primary units that generate them (e.g., state appropriations, tuition and fees, financial aid, etc.)

Support Unit Cost Allocation

Aligns central support costs to revenue-generating units of facilities utilized and central services provided (e.g., Facilities, General and Administrative, etc.)



Central Funding Mechanism

Allocations from central sources (i.e., “subventions”) to academic units to support mission-critical units with under-funded operating costs

REVENUE ALLOCATION RECOMMENDATIONS

Revenue allocations are focused on unrestricted funds, specifically tuition and state appropriations. Allocation recommendations by the Design Team are based on various metrics informed by industry best practices.

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EXPENSE ALLOCATION RECOMMENDATIONS

The chart below outlines WVU's support units by function with potential metrics to allocate current activities. The Design Team has made recommendations of how cost pools should be allocated, based on which variables resonate best with WVU.

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QUESTIONS?



modernizationprogram.wvu.edu



modernizationprogram@mail.wvu.edu