



Resources Well \$pent?:

Needs Assessments, Cost-Benefit Analyses, Graduate Assistantships, and Strategic Planning

Michael M. Black, Ed.D.

Data Information Analyst

Valdosta State University - Strategic Research and Analysis
mmblack@valdosta.edu

Kristina M. Cragg, Ph.D.

Assistant to the President for Strategic Research and Analysis

Valdosta State University - Strategic Research and Analysis
kmcragg@valdosta.edu

Natalie Villa, B.A.

Graduate Assistant

Valdosta State University - Strategic Research and Analysis

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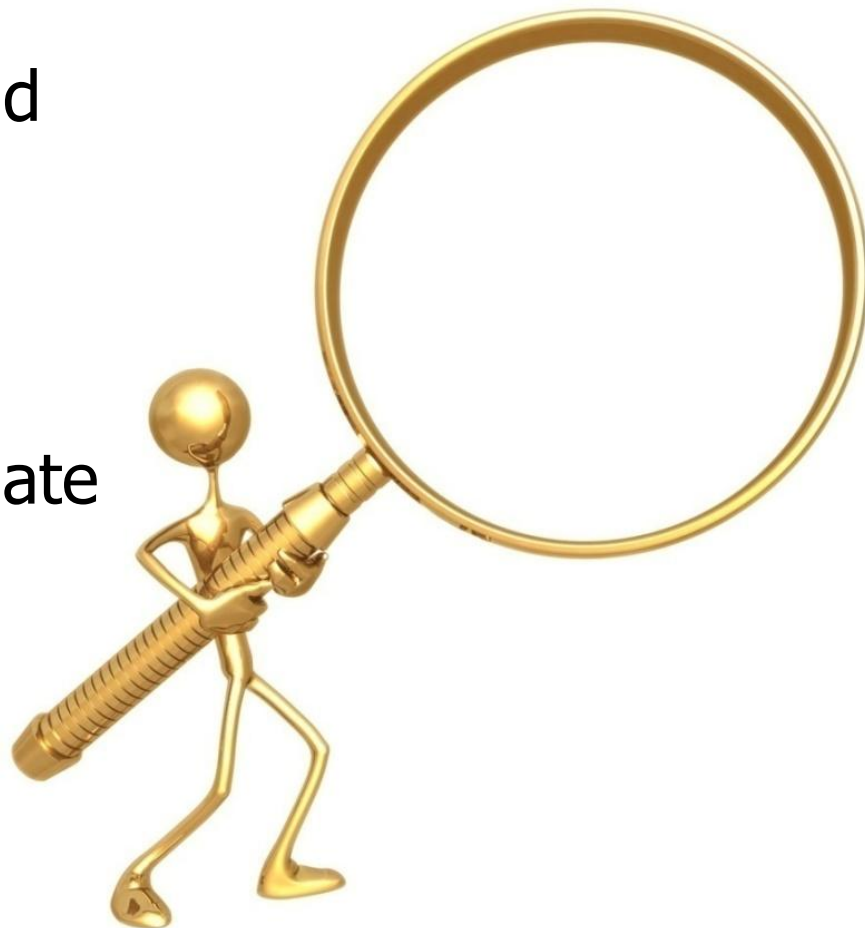
You might be attending this session if you...

- Are responsible for analyzing the needs and benefits for establishing new programs at your institution, including the costs.
- Regularly employ Graduate Assistants at your institution.
- Are trying to develop creative ideas to motivate people in tough economic times.



We will discuss...

- Motivation for the Work and Presentation
- Needs Assessments
- Cost/Benefit Analyses
- The Value Added by Graduate Assistantships
- Strategic Planning Tool
- Conclusion and Recommendations
- Questions and Comments



What Should I Learn In This Session? (AKA ... learning objectives)

- It takes <10 hours of Graduate Assistant staff time to create an informative needs assessment.
- Graduate Assistants contribute to the university's financial "bottom line" rather than hinder.
- Using an internal competitive grants process in your university, college, or division can spark ideas that advance the university in a tough economy.



Motivation for the Work and Presentation

- Accountability
 - Maximum use of limited resources
- Accreditation
- State Governing Board
 - Data-driven decision making



Motivation for the Work and Presentation

- Develop a new strategic planning tool
 - Concentrated on advancing the institution's mission
 - Uses one-time or short-term financial investments through annual actions.
 - First implemented in fiscal year 2010 -- Strategic Focus.





Needs Assessments

Needs Assessments

- Departments seeking to add or expand new programs are required to provide data and a needs assessment for justification.
- Ascertained that hiring an external consultant for the preliminary/first-pass investigations was not needed.





Needs Assessments

- The Institutional Research Office developed a needs assessment.
- A sample assessment is posted online at <http://www.valdosta.edu/sra/documents/slpdassessment.pdf>

Information for the Department of Communication Sciences and Disorders Regarding a Doctor of Speech-Language Pathology Degree Program

I. Purpose

In order to carry out the mission of a regional university, VSU is considering expanding its program offerings to include a Doctor of Speech-Language Pathology (SLPD). This report, prepared by the Office of Strategic Research and Analysis, contains summaries of data describing the current situation and need for this degree in Georgia and the VSU service area. The University System of Georgia, Georgia Department of Labor, and published literature provided resources to assist the evaluation of need, current providers, and capacity for a Speech-Language Pathology doctorate degree program at VSU.

II. Georgia Institutions Offering Graduate Degrees in a Communication Sciences and Disorders Related Fields

Five institutions within the University System of Georgia have graduate programs in Communication Sciences and Disorders or related degrees. Table 1 contains University System of Georgia (USG) institutions which offer these programs.

Table 1: Georgia Institutions Offering Graduate Level Communication Sciences and Disorders Related Degrees

Type of Degree	Major	School/University
Master of Science	Communication Sciences and Disorders	Armstrong Atlantic State University
Master of Education	Communication Disorders	Georgia State University
Doctor of Philosophy	Communication Studies	



Needs Assessments

- Sections include:
 - Purpose
 - Institutions within State Offering a Similar Program
 - 5-Year Enrollment Trend and Degrees Conferred within the System
 - Potential Candidates for Proposed Program
- Career/Occupation List
- Occupational Outlook and National Employment Outlook
- Capacity for the Department to Accommodate the Proposed Program
- Cost/Benefit Analysis
- Summary



Needs Assessments



Step 1: Text a response to 22333
Step 2: Text 3156 and your comment
Standard Texting Rates Apply



Cost-Benefit Analyses

Cost/Benefit Analyses

- A 5-year, detailed forecast was developed to clearly show expenses and income.
- Initial meeting to discuss anticipated expenses and number of new students.
- Each cost/benefit analysis is customized.





Expenses (per academic year):	Yr 1 (FY11)	Yr 2 (FY12)	Yr 3 (FY13)	Yr 4 (FY14)	Yr 5 (FY15)
Personnel					
Program Coordinator (Summer Pay)	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
Course release	\$ -	\$ 9,200	\$ 9,200	\$ 9,200	\$ 9,200
Temporary Staff (FT)	\$ 55,000	\$ 56,100	\$ 57,222	\$ 58,366	\$ 59,534
Benefits (35%)	\$ 23,450	\$ 23,835	\$ 24,228	\$ 24,628	\$ 25,037
Graduate Assistants (\$10k/yr)	\$ 10,000	\$ 10,000	\$ 20,000	\$ 20,000	\$ 20,000
Operating Expenses ex. travel, office supplies, equipment	\$ 13,500	\$ 20,000	\$ 25,000	\$ 25,000	\$ 25,000
Total Program Expenses	\$ 113,950	\$ 131,135	\$ 147,650	\$ 149,195	\$ 150,771
Fixed Costs ex. inst'l support, student services	\$ 63,220	\$ 158,050	\$ 316,100	\$ 474,150	\$ 632,200
General Education Costs	\$ 21,816	\$ 54,540	\$ 109,080	\$ 163,620	\$ 218,160
Major Education Costs	\$ 32,724	\$ 81,810	\$ 163,620	\$ 245,430	\$ 327,240
TOTAL COSTS	\$ 231,710	\$ 425,535	\$ 736,450	\$ 1,032,395	\$ 1,328,371

Income (per academic year):	Yr 1 (FY11)	Yr 2 (FY12)	Yr 3 (FY13)	Yr 4 (FY14)	Yr 5 (FY15)
State appropriation (instruction) and tuition	\$ 109,080	\$ 272,700	\$ 545,400	\$ 818,100	\$ 1,090,800
Total Income from Instruction	\$ 109,080	\$ 272,700	\$ 545,400	\$ 818,100	\$ 1,090,800
State appropriation (other support)	\$ 63,220	\$ 158,050	\$ 316,100	\$ 474,150	\$ 632,200
Program specific fee	\$ -	\$ -	\$ -	\$ -	\$ -
Student fees	\$ 23,580	\$ 62,880	\$ 128,380	\$ 193,880	\$ 259,380
Total Other Monies Entering VSU	\$ 86,800	\$ 220,930	\$ 444,480	\$ 668,030	\$ 891,580
Less TAP students	\$ (4,288)	\$ (4,288)	\$ (4,288)	\$ (4,288)	\$ (4,288)
Less 15% capital risk	\$ (25,845)	\$ (64,613)	\$ (129,225)	\$ (193,838)	\$ (258,450)
Total Reductions	\$ (30,133)	\$ (68,901)	\$ (133,513)	\$ (198,126)	\$ (262,738)
TOTAL INCOME	\$ 165,747	\$ 424,730	\$ 856,367	\$ 1,288,005	\$ 1,719,642

TOTAL INC./COST (excl. stu fees)	\$ (89,543)	\$ (63,686)	\$ (8,463)	\$ 61,730	\$ 131,891
REALLOCATED FUNDING	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
NET	\$ (29,543)	\$ (3,686)	\$ 51,537	\$ 121,730	\$ 191,891





The Value Added by Graduate Assistantships



Determine Costs of Graduate Assistants

- Calculate the cumulative costs of employing Graduate, Research, and Teaching Assistants.

College/Division	# of GAs	GA Cumulative Annual Salary	Resident	Non-Resident	Tuition Exempted (In-State and Out-of-State)	Total Annual Costs
Arts and Sciences	100	\$ 567,908	70	30	\$ 578,480	\$1,146,388
Education	38	\$ 243,580	30	8	\$ 188,488	\$ 432,068
Student Affairs	32	\$ 175,856	24	8	\$ 170,368	\$ 346,224
Other Administrative Departments	30	\$ 121,648	15	15	\$ 228,840	\$ 350,488
The Arts	10	\$ 52,160	8	2	\$ 48,632	\$ 100,792
Other Academic Divisions	10	\$ 42,768	7	3	\$ 57,848	\$ 100,616
Business Admin.	9	\$ 49,440	5	4	\$ 64,044	\$ 113,484
Total	229	\$1,253,360	159	70	\$ 1,336,700	\$2,590,060

Determine Savings and Revenue of Graduate Assistants

- Convert Graduate Assistant labor hours to determine the number of full-time equivalent staff.
- Calculate revenue from state appropriations.

College/Division	# of GAs	# GAs to FTE of VSU Staff (.35 FTE)	Cumulative Annual Staff Salary and Benefits	VSU's USG Appropriation	Total USG Approp. and Staff Savings
Arts and Sciences	100	35	\$ 1,565,752	\$ 572,200	\$1,053,640
Education	38	13.3	\$ 594,986	\$ 217,436	\$ 377,166
Student Affairs	32	11.2	\$ 501,041	\$ 183,104	\$ 352,762
Other Administrative Departments	30	10.5	\$ 469,725	\$ 171,660	\$ 356,658
The Arts	10	3.5	\$ 156,575	\$ 57,220	\$ 116,455
Other Academic Divisions	10	3.5	\$ 156,575	\$ 57,220	\$ 124,996
Business Admin.	9	3.15	\$ 140,918	\$ 51,498	\$ 91,178
Total	229	80.15	\$ 3,585,571	\$1,310,338	\$2,472,855



Additional Value in Hiring Graduate Assistants

- Calculate additional benefits.
- Average value added by a Graduate Assistant is \$28,403 and includes savings by not hiring a staff member and revenue to the local economy.

College/Division	# of GAs	Total Valdosta MSA Contribution (Fiscal Year 2006)	Average Annual Giving of Alumni	Average Giving of Alumni (over 40 years)	Total Value Added to VSU and Valdosta Economy
Arts and Sciences	100	\$ 1,756,980	\$ 3,471	\$ 138,834	\$ 2,814,091
Education	38	\$ 667,652	\$ 1,319	\$ 52,757	\$ 1,046,137
Student Affairs	32	\$ 562,234	\$ 1,111	\$ 44,427	\$ 916,106
Other Administrative Departments	30	\$ 527,094	\$ 1,041	\$ 41,650	\$ 884,794
The Arts	10	\$ 175,698	\$ 347	\$ 13,883	\$ 292,500
Other Academic Divisions	10	\$ 175,698	\$ 347	\$ 13,884	\$ 301,041
Business Admin.	9	\$ 158,128	\$ 312	\$ 12,495	\$ 249,618
Total	229	\$ 4,023,485	\$ 7,948	\$ 317,930	\$ 6,504,288





Strategic Focus

Strategic Focus

3 main questions for consideration:

- “What can we do to attract new students who would otherwise not apply?”
- “What can we do to keep students at our institution who would otherwise leave?”
- “How can we enhance our institution’s reputation as a community of scholars?”



Strategic Focus Process

- The Strategic Focus process differs from the year-end “sweep-up” process.
- Planning enables funding of important activities throughout the year.
 - Rather than spending money within a short period of time and on limited items.



Strategic Focus Process

- In past budget cycles, “year-end” money was distributed to anticipated essential projects (e.g., repairing roofs).
- The revised process removes these anticipated essential items from the strategic funding pool.
- Divisions are expected manage these anticipated essential projects and their associated funds.



Strategic Focus Process

- Call for campus-wide input of standards
- Advance VSU using strategic initiative funding
- Faculty, staff, students, and community invited to participate
- 87 submissions were narrowed into four themes and adopted as standards





Standards

**Recruitment/
Enrollment of
Students**

**Retention &
Graduation/
Enrollment of
Students**

**Scholarship/
Research**

**Financial Solvency
Resources**





Proposal Form

1. Name
2. Department
3. Standard and Assessment
4. Brief description
5. Budget
 - Staff and Salary & Fringes
 - Travel
 - Operating
 - Equipment
 - Space
 - Other

**Emphasis is on a
simple proposal form
- available at
valdosta.edu/sra**



Proposal Form

6. Supplemental Funding Sources
7. Estimated Time to Completion
8. Assignment of Responsibility
9. Additional Information
10. Approvals (Signatures) and Ranking of Proposal
 - Department
 - Dean/Director
 - Deans' Council
 - Vice President
 - Planning and Budget Council

Estimated time to complete a form is less than 1 hour (with a moderately developed idea).



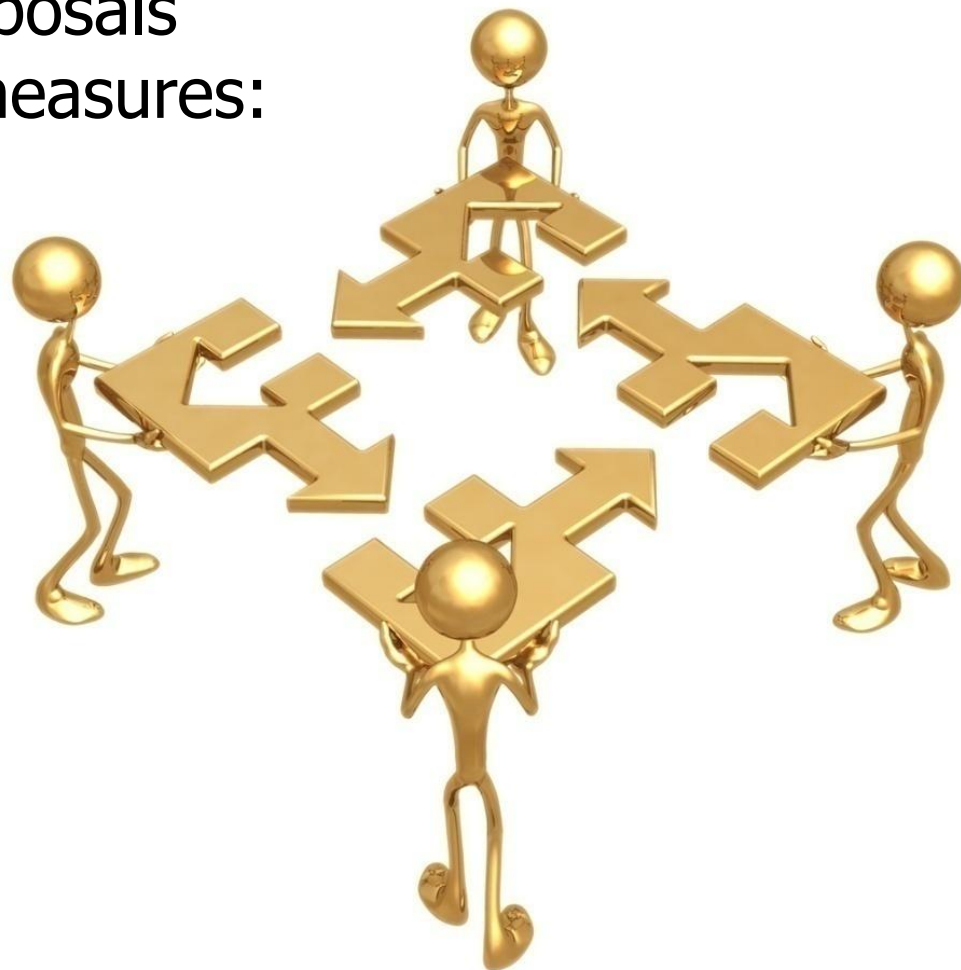


Information Required for Proposals

Strategic Focus Standard (Select 1 or more)	Corresponding Assessment*
<input type="checkbox"/> Recruitment/ Enrollment of Students →	# of New Students _____
<input type="checkbox"/> Retention & Graduation/ Enrollment of Students →	# of Additional Retained Students _____
<input type="checkbox"/> Scholarship/ Research →	# of Scholarly Activities _____
<input type="checkbox"/> Financial Solvency Resources →	\$ Revenue/Savings _____

Methodology

- Reviewers ranked proposals using the following measures:
 - Assessment
 - Attainability
 - Importance
 - Resource Needs
 - Sustainability
 - Timeline
 - Unique Quality



Methodology

- The average, maximum, and minimum score for each measure were calculated.
- Standard deviation is included for each proposal to measure the variability of the rankings.
- Proposals were ranked by highest overall score.





Results

Proposal	Rank	Avg. Rating	Tally for Funding Responses			New Full-Time Personnel	Graduate Assistant Funding	Funds Requested	Year 2 Funding	Years 3-5 Funding
			Fund At All Cost	Fund If Available	Do Not Fund					
Install Time-Scheduled Locks on Campus Buildings	1	4.14	5	4	1	0	\$ -	\$ 120,000	\$ -	\$ -
Reorganization of Event Setups to Event Services	2	4.09	9	2	0	0	\$ -	\$ 49,426	\$ 49,426	\$148,278
Master of Arts in Literature and Language (GOML)	3	3.97	7	3	0	0 (1 in FY12+)	\$ -	\$ 23,000	\$ 45,312	\$134,245
Install Card Swipe Locks on Labs and Studios	4	3.95	6	3	2	0	\$ -	\$ 98,700	\$ -	\$ -
Adult, Military, Veteran, and Prior Learning Programs	5	3.87	7	4	0	1 FT temp.	\$ 10,000	\$ 53,950	\$ 71,135	\$267,616
Supporting New Faculty Scholarship	6	3.82	7	3	1	0	\$ -	\$ 100,000	\$100,000	\$300,000
Expansion and Strengthening of the Faculty Research Seed Grant Program	7	3.81	5	6	0	0	\$ -	\$ 77,000	\$ 77,000	\$231,000
New Faculty Position for Division of Social Work	8	3.78	7	4	0	1	\$ -	\$ 62,159	\$ 62,159	\$186,477
Criminal Justice Undergraduate and Graduate Program Online	9	3.68	7	3	1	1 FT temp. (1 in FY13+)	\$ 20,000	\$ 105,669	\$ 87,080	\$379,806



Explanation of Columns on Results Handout

Proposal	Rank	Total			
		Min	Max	Avg.	Standard Deviation



Title of proposal



Ranked in ascending order based on overall score



The minimum and maximum score of each proposal



The average score for all criteria by all reviewers



The standard deviation of the scores



Explanation of Columns on Results Handout

Amount of Funding Requested	New Full-Time Personnel	Funding Length	Funds Requested from SF	Funds Committed for Year 2	Funds Committed for Years 3-5
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Funding requested in the original proposal

Part time, student, and adjunct personnel excluded

Either one year, multiple years, or indefinitely

Average funding amount recommended by PBC reviewers

Funds committed for Years 2 through 5 (funds of all types)

Explanation of Columns on Results Handout



Motion to approve/not approve [fill in the title of the proposal]



Contingencies of accepting the funds allocated



Break even costs are a dollar interpretation of the contingencies

Program's funding need
(Strategic Focus and
reallocated monies)

Results in the number of
students to break even on
the program

Funding Request from Proposal		Revenue Per Student		Percentage for Instructional		Break Even Number (Students)
\$100,000	/	\$8,500	X	60%	=	7.06

Per student value is \$8,500
(FTE – 24 credits for UG and
18 credits for Graduate)

Approximately 60% of
\$8500 is expended on
instruction/academics



Notification

- Initiatives Funded
 - Proposer receives a letter with contingencies
 - Must agree to the contingencies
- Initiatives Not Funded
 - Proposer receives notification



Strategic Focus Review

- Submitters for those proposals receiving funding are required to:
 - Submit a financial status report to the secretary of the Planning and Budget Council by *March 15, 2011*.
 - Submit a final assessment report by *July 1, 2011*.



Conclusions and Recommendations

- Strategic Focus used at the university level
 - Scope could be tailored smaller to serve needs at the division or college level
- Needs assessments, cost/benefit analyses, and graduate assistantships are all a part of our institution's strategic planning efforts.



What Should I Learn In This Session? (AKA ... learning objectives)

- It takes <10 hours of Graduate Assistant staff time to create an informative needs assessment.
- Graduate Assistants contribute to the university's financial "bottom line" rather than hinder.
- Using an internal competitive grants process in your university, college, or division can spark ideas that advance the university in a tough economy.



Thank You

Questions and Comments



This PowerPoint presentation can be downloaded at
<http://www.valdosta.edu/sra/presentations.shtml>



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