



**"Because of You, Greater Happens Here."**

# **A Greater You for a Greater Year**

## **FY 2028 Budget Development Kickoff**

October 14, 2026

Presenters:

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Associate Vice President for Budget and Finance/Interim Chief Financial Officer

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## Overview

- Purpose – Why do we do this?
- Introduction AVP for Institutional Effectiveness and Accreditation
- Timeline
- Form
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- Questions

# Introduction

Dr. Veronica Shuford  
Assistant Vice Provost for Institutional  
Effectiveness and Accreditation

Dr. Justina Osa  
Director of Assessment



VIRGINIA STATE UNIVERSITY

# FY 2028 Operational Planning

Instructions for Academic and Nonacademic Units

**Aligned with the 2025 to 2028 Strategic Plan  
and documented in Nuventive Improvement  
System**

Institutional Assessment and Continuous Improvement

Office of Planning and Institutional Effectiveness (Drs. V.P. Shuford & J.O. Osa)

# Why FY 2028 Operational Planning Matters

Operational planning turns strategic priorities into measurable unit level action.

## PURPOSE

### Connect strategy to daily work

Each unit identifies the **specific work** it will complete in FY 2028 to advance the 2025 to 2028 Strategic Plan.

### Define evidence of progress

Each objective includes clear activities, **measures**, targets, resources, and evidence that can be reviewed at year end.

### Support improvement

Results are **analyzed** and used to sustain effective practices, adjust strategies, and **inform future** resource decisions.

**The goal is not simply to complete a form. The goal is to document what the unit intends to accomplish, how success will be measured, and what will be improved based on evidence.**

# Who Completes an Operational Plan?

Every academic and nonacademic unit should document the priorities it is responsible for advancing.

## Academic Units

- Colleges
  - Academic departments and programs

## Nonacademic Units

These units provide **direct support to faculty and students** as related to their educational programs, indirect support for student learning, or a specific co-curricular mission that supports the college experience

- Administrative offices
- Student support and service units
- Academic support units
- Units with operational responsibilities beyond student learning assessment
- Enrollment and operational units
- Finance, facilities, technology, advancement, and other support functions

| These units typically deal with                                                                                                             | Units in this area are largely located within the:                                                                                                                                                                                                 |
|---------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• Advising</li><li>• Recruiting</li></ul>                                                             | <ul style="list-style-type: none"><li>• Division of Academic Success</li><li>• Division of Strategic Enrollment</li></ul>                                                                                                                          |
| <ul style="list-style-type: none"><li>• Counseling services</li><li>• Financial aid</li><li>• Student life</li><li>• Registration</li></ul> | <ul style="list-style-type: none"><li>• Division of Academic Affairs</li><li>• Select units within the<ul style="list-style-type: none"><li>○ Division of the President</li><li>○ Division of Finance</li><li>○ Administration</li></ul></li></ul> |
| Special programs that support the student experience                                                                                        |                                                                                                                                                                                                                                                    |

**Unit leaders** are responsible for ensuring the plan reflects the unit’s most important FY 2028 work and that assigned owners understand their responsibilities.

# FY 2028 Planning and Improvement Cycle

Operational planning is a continuous cycle of planning, implementation, assessment, and improvement.



Email responseNonoh | SolutionsOperational PlanSlide AlignmentTrojan LinkMy AppsUnlock PLSTrojan LinkMy AppsTrojan Link

Ask Gemini

New Chrome available

Objective 1: Health Promotion FY2025-2026 with a dropdown arrow.

Both the 2020–2025 and 2025–2028 Strategic Plans are available for mapping your objectives. Please click on the Mapping/Alignment Options drop-down arrow to select the appropriate Strategic Plan.

To establish a mapping relationship between your Objective and a Strategic Objective, click in the corresponding cell to turn it green. If the text is truncated, simply hover over the three dots and the full text will pop up.

Be sure to click "Save" in the top right before exiting the mapping screen.

Navigation tabs: OBJECTIVE, ASSESSMENT METHOD, **MAPPING**, IMPLEMENTATION STRATEGY, BUDGET & SOURCE, RESULTS.

Mapping/Alignment Options: VSU Strategic Plan (2025 - 2028) | Operational Plan

| Search by Keyword                                                         | Objective 1: Health ... |
|---------------------------------------------------------------------------|-------------------------|
| 1.1 Expand access to higher education by implementing personalized, AI... | <input type="radio"/>   |
| 1.2 Develop transformative academic curricula and delivery methods tha... | <input type="radio"/>   |
| 1.3 Develop an AI-driven early alert system to proactively identify st... | <input type="radio"/>   |
| 1.4 Utilize precision AI tools to create highly tailored educational e... | <input type="radio"/>   |

### Objective 1: Health Promotion FY2025-2026

Show Details 

\* denotes a required field.

Specific Task to be Completed 

Associated Cost

2 Funding Source (e.g., E&amp;G; Title III, Grant) X

Source

E&amp;G

Objective 1: Health Promotion FY2025-2026

Show Details ↓

\* denotes a required field.

Result Date \* 10/12/2026

Assessment Year \* ↓

Results \*

Criterion Met \* ↓

Use of Results/Action Plan for Improvement \*

| Document Name | Document Description |
|---------------|----------------------|
|               |                      |

# Questions and Support

**Institutional Assessment is available to support units throughout the FY 2028 planning cycle.**

**For questions about operational planning or Nuventive  
Improvement System**

**Dr. Justina Osa**

Director of Institutional Assessment

**Dr. Veronica Powell Shuford**

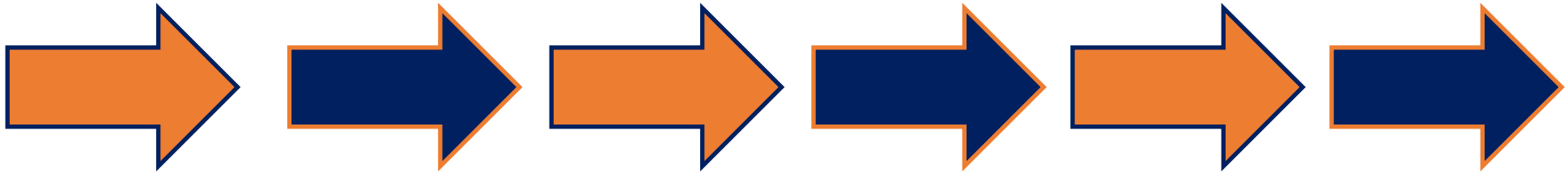
Assistant Vice Provost for Institutional Effectiveness and Assessment

**Thank you for helping Virginia State University translate strategy into measurable action  
and continuous improvement.**

Thank  
you!



## TIMELINE



# FY 2028 Budget Development Timeline

| Due Date                           | Action                                                                 |
|------------------------------------|------------------------------------------------------------------------|
| October 7, 2026                    | Salary and NPS Reports emailed to VPs, Deans and Directors             |
| October 14, 2026                   | Budget Development Kick Off Meeting                                    |
| November 6, 2026                   | <b>Salary Reports due to the Budget Office</b>                         |
| December 2, 2026                   | <b>Budget Request Forms must be completed no later than 12:00 p.m.</b> |
| December 3, 2026                   | Budget requests sent to Deans for review and approval                  |
| January 13, 2027                   | <b>Approved Dean budget requests due to the Budget Office</b>          |
| January 14, 2027                   | Budget request sent to VPs for review and approval                     |
| February 10, 2027                  | <b>Approved VP budget requests due to the Budget Office</b>            |
| February 11, 2027                  | Final listing to President                                             |
| February 22, 2027                  | <b>Final approved list due to Budget Office</b>                        |
| February 10, 2027 - April 12, 2027 | Budget Office Prepares Budget Packages                                 |
| April 22-23, 2027                  | BOV Approves FY 2028 Budget                                            |
| July 1, 2027                       | FY 28 NPS Budgets loaded to BANNER                                     |

# Form Overview

[Budget Development FY 2028 – Fill out form](#)

## THINGS TO REMEMBER

1. You must be logged into Vista to be able to access the request form.
2. One request per form – Do not put personnel requests and non-personnel requests on the same form.
3. Justifications should be **brief** and tied to a University Strategic Priority
4. Forms go through a tiered approval process and must be approved through all tiers.
5. Forms must be completed by 12:00 p.m. on December 2, 2026.
6. Submitting a form does not guarantee that you will receive additional funding.

## Budget Office

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# Questions

