

WEST VIRGINIA STATE UNIVERSITY

1891

Draft *Strategic Plan*

2011-2013



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Draft Strategic Plan

2011 - 2013

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Dr. Hazo W. Carter, Jr.

President West Virginia State University

Message from the President

Since its founding in 1891, West Virginia State University (WVSU) has been a forward-moving institution, anticipating advances in society and technology that would allow State to continually make progress as it prepared thousands of students for their future.

As an 1890 land-grant institution, the University is committed to carrying out the traditional mission of teaching, research and public service. A powerful mission statement outlines our history, values, dedication to our students and loyalty to the community.

As we begin the 2011-12 academic year, WVSU stands at an important crossroads. In order to continue to serve West Virginia, our students and our community, WVSU is embarking upon a bold strategic plan to transform itself into a nationally recognized land-grant institution. This plan focuses on five key initiatives:

- Defining and building at least four Academic Centers of Excellence
- Creating and conveying a compelling brand identity
- Growing student enrollment by seven percent
- Strengthening the University philanthropic operation with a 12.5 million dollar Fundraising Campaign
- Building a strong marketing function and management system

We are pleased to present our Strategic Plan 2011 - 2013. Every effort has been made to develop goals and objectives that will serve WVSU and its students as we go forward. At the Strategic Planning Retreat in March 2011, campus constituents including faculty, staff, students, alumni, administrators and members of the Board of Governors had an opportunity to participate in the process.

The WVSU strategic planning process is a dynamic effort marked by continuous productive change. Anyone who wishes to make a suggestion for the plan is encouraged to do so. Please take time to read and study this publication carefully as we plot the future of West Virginia State University.

Hazo W. Carter, Jr.

University Mission

Founded in 1891, West Virginia State University is a public, land-grant, historically black university, which has evolved into a fully accessible, racially integrated and multi-generational institution. The University, “a living laboratory of human relations,” is a community of students, staff and faculty committed to academic growth, service and preservation of the racial and cultural diversity of the institution. Our mission is to meet higher education and economic development needs of the state and region through innovative teaching and applied research.

The undergraduate education at the University offers comprehensive and distinguished baccalaureate programs in business, liberal arts, professional studies, sciences and social sciences. In addition, the University provides master’s degrees and other opportunities for graduate education.

West Virginia State University offers encouragement and education through flexible course offerings in traditional classrooms, in non-traditional education settings and through distance learning technologies. With the goal of improving the quality of our students’ lives, as well as the quality of life for West Virginia’s citizens, the University forges mutually beneficial relationships with other educational institutions, businesses, cultural organizations, governmental agencies and agricultural and extension partners.

The following values guide our decisions and behavior:

- academic excellence;
- academic freedom;
- advancement of knowledge through teaching, research, scholarship, creative endeavor and community service;
- a core of student learning that includes effective communication, understanding and analysis of the interconnections of knowledge and responsibility for one’s own learning;
- lifelong growth, development and achievement of our students;
- development of human capacities for integrity, compassion and citizenship;
- our rich and diverse heritage;
- personal and professional development of our faculty and staff; and
- accountability through shared responsibility and continuous improvement.

West Virginia State University is a vibrant community in which those who work, teach, live and learn do so in an environment that reflects the diversity of America. Our comprehensive campus provides vast opportunities for our students. We take great pride in our accomplishments and envision building upon our baccalaureate and graduate programs and our excellence in teaching, research and service.

Approved by the West Virginia Higher Education Policy Commission - September 21, 2001.
Modified by the West Virginia State University Board of Governors - December 9, 2004;
September 10, 2009; September 23, 2010



Vision

Become a nationally recognized land-grant university linking its students, faculty and the citizens of West Virginia to education, research and economic opportunities in a global market place.

Core Values

A fundamental commitment to academic freedom and excellence

With a dedication to exploring and understanding interrelationships between academic disciplines, we promote creativity and innovation in teaching, research, scholarship and community service.

A passion for lifelong learning

We pursue personal and professional development and inspire students to embrace educational opportunities to enrich their lives and their communities.

An appreciation for our beginnings

We honor our rich heritage that has guided culturally, racially and economically diverse students to achieve educational success.

A strong sense of responsibility

As we continually strive for improvement, we embrace operational excellence in our daily work and accept accountability for outcomes.

A deep understanding of our motto, “A Living Laboratory of Human Relations”

As we fulfill the mission of our University, we serve our students and our community with integrity, understanding and consideration.

Competitive Environment

Major Competitors (On-Campus Programs)

WV four-year institutions:

Bluefield State College, Concord University, Fairmont State University, Glenville State College, Marshall University, Shepherd University, WVU Institute of Technology, West Liberty University and West Virginia University

W V Independent four-year institutions:

Alderson-Broadus College, Appalachian Bible College, Bethany College, Davis & Elkins College, University of Charleston, Ohio Valley University, Wheeling Jesuit University and West Virginia Wesleyan College

WV Two-year institutions:

Blue Ridge Community and Technical College, Eastern West Virginia Community and Technical College, Kanawha Valley Community and Technical College, Mountwest Community and Technical College, New River Community and Technical College, Pierpont Community and Technical College, Southern West Virginia Community and Technical College, West Virginia Northern Community College and West Virginia University at Parkersburg

Major Competitors (Online Programs)

Marshall University, West Virginia University, American InterContinental University Online, Arizona State University, Ashford University, Everest University, Kaplan University, Liberty University, Saint Leo University, University of Phoenix and Walden University

Strengths

- WVSU has a long, distinguished history of offering accessible, high-quality education programs in a racially integrated and multi-generational environment that promotes student success and lifelong learning.
- Centrally located within one of West Virginia's largest population centers.
- One of only two land-grant universities in West Virginia.
- Full-time faculty teach many of the classes and offer a variety of services to the University and the larger community.
- A substantial, supportive, national alumni base provides significant opportunities to increase the University's philanthropic activities.
- Dedicated faculty and staff who are student centered.

Challenges

- To develop a compelling brand identity.
- To develop a plan for institutional growth that anticipates the rising costs of providing an affordable, quality education in a safe environment and includes specific strategies for maintaining the high quality of student life, academic programs and faculty productivity.
- To increase its efficiency in using existing resources to attract and retain outstanding students, faculty and administrators and to enhance and expand the University's physical plant, course offerings, technology infrastructure and student services necessary to meet the needs of a growing university.
- To strengthen the University's ability to increase philanthropic activities and gain alumni support.
- To expand graduate education, support scholarship, promote grant-driven projects and research implementation.
- To significantly increase the resources allocated for recruitment, retention, advising and marketing

Opportunities

- Become regionally and nationally ranked among peer institutions.
- The University's strengths in Business Administration, Education, Criminal Justice, Communications and Biology provide a strong foundation for significantly increasing enrollment and expanding corporate relationships.
- The rapid growth in the demand for online programs and classes in West Virginia, nationally and globally represents an opportunity to develop new and more effective ways of teaching, learning and enrollment growth, which will result in increased financial resources for the University.
- Finding innovative ways to increase the number of partnerships with industry, research institutions and enterprises, the federal government, philanthropic organizations and national societies and to build a broader base of financial support with individual contributors.
- The University's International Program provides a basis for many partnership opportunities in the global arena.
- Expand University housing in order to facilitate enrollment growth.

Threats

- Reductions in funding for higher education in West Virginia would significantly impact the University's ability to provide services to the campus community, the local community, the State and the region.
- Increased competition from public and private institutions (campus-based and online) for highly qualified students could negatively impact the University's enrollment, retention and graduation rates.
- Inadequate electronic infrastructure could negatively impact all areas of operation in the academic, administrative and service areas of the University.
- Declining prospective student population.

University Strategic Goals

Goal 1. Develop at least ten focused programs that will ensure student academic success and thereby increase retention and graduation rates.

- Strategy A Develop undergraduate and graduate academic programs that will ensure student success.
- Strategy B Ensure North Central Association reaffirmation for WVSU.
- Strategy C Ensure academic rigor in all University programs.
- Strategy D Increase services that enable the campus to operate in a more effective, efficient and safe manner.
- Strategy E Develop support programs that will ensure student success.
- Strategy F Facilitate the personal, intellectual and emotional growth of students.

Goal 2. Invest in strategic marketing to create and convey a compelling brand identity.

- Strategy A Create and convey a compelling brand.
- Strategy B Make significant progress toward accomplishing the goals of the WVSU Campus Master Plan to continue the development of a modern and aesthetically pleasing environment accommodating teaching, research, community outreach and enrollment growth.
- Strategy C Promote compliance with policies, procedures and codes including non-discrimination, privacy and navigability as well as foster a barrier-free, safe environment for students, faculty, staff and visitors.
- Strategy D Be visionary and proactive in advocacy for continuous evolution and improvement related to all aspects of the University.

Goal 3. Engage in long-term, sustained philanthropic success.

- Strategy A Reorganize Planning and Advancement into an Institutional Advancement Division.
- Strategy B Conduct a coordinated 12.5 million dollar fundraising campaign.
- Strategy C Build a robust philanthropic fundraising operation.
- Strategy D Conduct an effective sustainable advocacy operation on local, state and federal levels.
- Strategy E Build a robust Department of Alumni Relations for the University.
- Strategy F Develop a strong, stable and growing Annual Fund Drive.
- Strategy G Enhance the WVSU Foundation's role in maintaining accurate, complete records of donors and other contributors.
- Strategy H Expand the role of the WVSU Foundation Board.
- Strategy I Develop an investment budget to support philanthropic operations.

Goal 4. Grow enrollment by at least 3% per year and increase graduation rate by at least 2% per year through planning and execution of a focused enrollment management campaign.

- Strategy A Develop and implement a FY 2011-2015 Enrollment Plan that includes at least a 7% increase in enrollment and a 6% increase in graduation rate.
- Strategy B Contribute to the enrollment, retention, academic advancement and graduation of students by strengthening curricular, co-curricular and extra-curricular activities.
- Strategy C Enhance services that contribute to the enrollment, retention, academic advancement and graduation of students.
- Strategy D Continue to promote a multicultural environment and preserve, in practice, the concept of "A Living Laboratory of Human Relations."
- Strategy E Be visionary and proactive in advocacy for continuous evolution and improvement related to all aspects of the University.

Goal 5. Develop a university-wide research agenda that furthers WVSU's reputation for scholarship and academic excellence.

- Strategy A Elevate the visibility of the research mission of the University.
- Strategy B Increase federal, state and private dollars to support research activities and programs.
- Strategy C Develop a plan to increase space for facilitating and conducting research activities and support research programs.
- Strategy D Promote, manage and facilitate the development and implementation of essential extension and outreach programs, linked to research, that address critical societal issues of West Virginia.
- Strategy E Develop and promote basic research and creative activities in the University colleges with the primary purpose of creating new knowledge.

Goal 6. Develop at least four Academic Centers of Excellence that are widely recognized and held in high esteem by external stakeholders and the public at large.

- Strategy A Become a Center of Excellence in Technology Services, Telecommunications, Internet and Data Information Security.
- Strategy B Become a Center of Excellence in Emerging Technologies.
- Strategy C Become a Center for Teaching and Learning Best Practices.
- Strategy D Become a Center of Excellence in the Assessment of Student Learning.

Goal 7. Implement a program of enhanced engagement with constituents in the Greater Kanawha Valley.

- Strategy A Develop specific mechanisms such as annual forms to provide greater communication with business and industry leaders, with the goal of keeping key constituents more fully informed as to University programs and services and providing mechanisms for regular input on services which the University delivers.
- Strategy B Carefully craft mutually beneficial articulation agreements with the Kanawha Valley Community and Technical College to facilitate transfer of credits and sharing of resources as may be feasible.

- Strategy C Meet on a regular basis with county and municipal government leaders from Kanawha, Putnam, and perhaps other nearby counties to develop new and strengthen existing partnerships for better serving local citizenry.
- Strategy D Explore the development of additional university level coursework to be delivered at local school sites and/or through technology-based delivery systems.
- Strategy E Develop an aggressive and welcoming campaign to attract increased numbers of Kanawha Valley residents to educational, cultural, and athletic programs at West Virginia State University with the goal of having more local residents adopt the University as their home institution, whether or not they are enrolled as students here.
- Strategy F Extend continuing education and community service offerings within the immediate institutional service area.



The next Strategic Plan will be for 2014–2016. We will again give an opportunity to faculty, staff, students, alumni and citizens in the community and state for input. The ideas and suggestions for the current plan are appreciated.

West Virginia State University will continue its tradition as we accomplish our higher education goals. Teaching, research and public service will remain our highest priorities as we prepare students for the future and provide services to our community, state and nation.



WEST VIRGINIA STATE UNIVERSITY

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www.wvstateu.edu

West Virginia State University is an equal opportunity, affirmative action institution that does not discriminate on the basis of race, color, religion, sex, national origin, age, disability, or veteran status in its employment, programs, or activities.

Appendix A: Responsibilities

	Academic Affairs	Office of Finance	Institutional Advancement	Office of the President	Student Affairs
GOAL 1	Primary Responsibility	Secondary Responsibility	Secondary Responsibility	Oversight Responsibility	Secondary Responsibility
Strategy A	X			X	
Strategy B	X	X	X	X	X
Strategy C	X			X	
Strategy D	X			X	
Strategy E	X	X	X	X	X
Strategy F				X	
	Academic Affairs	Office of Finance	Institutional Advancement	Executive Assistant to the President for University & Community Relations	Student Affairs
GOAL 2	Secondary Responsibility	Tertiary Responsibility	Secondary Responsibility	Primary Responsibility	Secondary Responsibility
Strategy A	X	X	X	X	X
Strategy B			X	X	
Strategy C	X		X	X	X
Strategy D	X		X	X	X

	Academic Affairs	Office of Finance	Institutional Advancement	Office of the President	Student Affairs
GOAL 3	Secondary Responsibility	Secondary Responsibility	Primary Responsibility	Oversight Responsibility	Secondary Responsibility
Strategy A			X	X	
Strategy B	X	X	X	X	X
Strategy C	X	X	X	X	X
Strategy D			X	X	
Strategy E			X	X	
Strategy F			X	X	
Strategy G			X	X	
Strategy H			X	X	
Strategy I		X	X	X	
	Academic Affairs	Office of Finance	Institutional Advancement	Office of the President	Student Affairs
GOAL 4				Oversight Responsibility	Primary Responsibility
Strategy A	X			X	X
Strategy B	X			X	X
Strategy C	X	X	X	X	X
Strategy D	X			X	X
Strategy E	X	X	X	X	X

	Academic Affairs	Office of Finance	Institutional Advancement	Office of the President (Gus R. Douglas Institute)	Student Affairs
GOAL 5	Secondary Responsibility	Tertiary Responsibility	Secondary Responsibility	Primary Responsibility	Tertiary Responsibility
Strategy A				X	
Strategy B				X	
Strategy C	X			X	
Strategy D				X	
Strategy E				X	
Strategy F				X	
	Academic Affairs	Office of Finance	Institutional Advancement	Office of the President	Student Affairs
GOAL 6	Primary Responsibility		Secondary Responsibility	Oversight Responsibility	
Strategy A	X			X	
Strategy B	X			X	
Strategy C	X		X	X	X
Strategy D	X			X	
	Academic Affairs	Office of Finance	Institutional Advancement	Office of the President	Student Affairs
GOAL 7					
Strategy A			X	X	
Strategy B	X			X	
Strategy C			X	X	
Strategy E				X	
Strategy F				X	

Appendix B: Strategy and Objectives Details

Strategic Goal 1: Develop focused programs to ensure student academic success and thereby increase retention and graduation rates.

Administrative Area: Academic Affairs (College of Arts and Humanities)

Strategy	Objective	Milestones	Timeline	Responsibility
Develop undergraduate and graduate academic programs that will ensure student success.	Increase the number of students served in the Writing Center by 10% through publicity and collaboration in writing instruction across the curriculum during the AY year 2011-12.	Measure number of students served in the Writing Center each semester and compare to AY 2010-2011 usage; 2) conduct at least one writing workshop in a non-English class.	Sept 2011- June 2012	Writing Center Director
	Improve assessment of Writing Center effectiveness as a retention tool through better tracking of students served and their performance in the courses for which they sought help.	Submit service request to Computer Services to create category in electronic tracking system (already exists) to track students enrolled in enhanced sections of ENGL 101; 2) System developed and approved for tracking course performance of students served in the Writing Center (in the courses for which they sought help).	September 1, 2011; 2) By the end of Fall 2011.	Writing Center Director
	Improve student success in college writing tasks by creating and offering a refresher course in writing for under-prepared and other at-risk students, identified through standardized test scores.	Submit course proposal to the WVSU Educational Policies Committee (EPC) for a developmental-level (010-099-level) refresher writing course; 2) offer at least one section of the course in the semester after it is approved by EPC.	In time for it to be put into the Spring 2012 schedule; 2) Spring 2012.	Responsibility: Department of English
	Increase enrollment, access and attendance in College degree programs	Incorporate best retention practices (from 2011 Art retention workshop) into syllabi and instructional practices.	Oct 2011	Art faculty

Strategy	Objective	Milestones	Timeline	Responsibility
		Redesign Communications and Media Studies webpage with improved recruitment materials and advising information.	Dec 2011	Designated Communications faculty
		Finalize (already discussed) proposal for new English degree option in Technical Writing to EPC.	Dec 2011	Department of English
		Submit finalized proposal for new English degree option in Technical Writing to EPC.	Feb 2012	Department of English
		Finalize proposal for new BA in Music degree.	Sep 2011	Department of Music
		Submit proposal for new BA in Music degree to EPC.	Nov 2011	Department of Music
		Seek permission to plan proposed for new BA in Music degree from HEPC.	Jan 2012	Department of Music
	Promote retention and student engagement	Hold at least one workshop for Arts and Humanities faculty who have taught or plan to teach Freshman Experience, for exchange of ideas and concerns.	Nov 2011	Dean, involved faculty
		Hold at least one workshop to support and enhance use of social media and ultra-mobile technology by Arts and Humanities faculty in communicating with and engaging students.	Dec 2011	Dean, Chairs, knowledgeable faculty
		Publicize and support new student organization for theatre activities.	Sep 2011	Dean, Communications chair, faculty advisor
		Clarify cultural activities mission, responsibility, & relationships	Dec 2011	Coordinator of Cultural Activities, Cultural Activities Committee

Strategy	Objective	Milestones	Timeline	Responsibility
		Create cultural activities spending guidelines, marketing plan	May 2012	Coordinator of Cultural Activities, Cultural Activities Committee
		Develop cultural activities policies, e.g., chair responsibilities	Dec 2011	Coordinator of Cultural Activities, Cultural Activities Committee
		Expand cultural activities board to represent more campus stakeholders	May 2011	Coordinator of Cultural Activities, Cultural Activities Committee
	Promote graduate education	Send faculty and/or student representatives to at least two career/graduate school fairs to publicize program and recruit applicants to the master's program in Media Studies.	Apr 2012	Dean, Media Studies Coordinator, designated faculty
		Revise Media Studies recruitment materials.	Dec 2011	Media Studies Coordinator, Media Studies graduate faculty
		Evaluate need and potential for offering graduate courses in English.	Nov 2011	Department of English
		Develop syllabus for at least one graduate English course, if need and potential are sufficient.	Dec 2011	Department of English
		Submit proposal for at least one graduate English course to EPC, if need and potential are sufficient.	Feb 2012	Department of English
	Enhance online and other non-traditional opportunities for students	Begin offering online introduction to studio art courses.	Aug 2011	Designated Art faculty

Strategy	Objective	Milestones	Timeline	Responsibility
		Develop workshops in partnership with Land Grant's DigiSo Center (Kanawha Blvd.).	Dec 2011	Designated Communications faculty
		Identify additional courses that are appropriate for web-based instruction.	Dec 2011	College chairs and faculty, in collaboration with RBA advisor and CIT staff
	Remain current in technology & software	Review equipment & software inventory for all Arts and Humanities departments.	Dec 2011	Dean, Department Chairs, designated faculty
		Identify equipment and software needs	Jan 2012	Dean, Department Chairs, designated faculty
		Prioritize equipment & software purchases	Feb 2012	Dean, Department Chairs, designated faculty
		Purchase equipment and software according to set priorities.	15-May 2012	Dean, Department Chairs
		Bring aspects of Davis Fine Arts (building, lighting, & AV) up to date.	May 2013	Dean, Coordinator of Cultural Activities
	Evaluate and revise curricula as needed.	Analyze course/program enrollment trends for allocation of faculty lines	Dec 2011	Dean, Department Chairs, designated faculty
		Review curricula in Arts and Humanities programs that have not done thorough evaluations within the last two academic years (AY 2009-10 & AY 2010-11).	Mar 2012	Dean, Department Chairs, designated faculty
		Update/revise curricula, as required.	May-12	Dean, Department Chairs, designated faculty
	Improve assessment	Complete implementation of PLO maps in LiveText in all Arts and Humanities programs	Sept 2011	Dean, Department Chairs, designated faculty

Strategy	Objective	Milestones	Timeline	Responsibility
		Begin using rubrics to score and collect outcomes-based data in LiveText.	Sept 2011	Dean, Department Chairs, program faculty
	Appropriately staff courses & programs	Analyze course/program enrollment trends for allocation of faculty lines	Jan 2012	Dean, Department Chairs

Administrative Area: Academic Affairs (College of Business and Social Sciences)

Strategy	Objective	Milestones	Timeline	Responsibility
Develop undergraduate and graduate academic programs that will ensure student success.	Improve and resubmit to the Higher Learning Commission the Masters in Entrepreneurship Degree	Compare the program submitted using the old HLC form with their new formal and rework the submission.	December 2011	Dean CBSS
		Submit the Program to HLC	January 2012	Dean CBSS
		If approved by HLC, promote the program, recruit students and launch program	Fall 2013	Dean CBSS
	Pursue the development of a new Master's degree program in Public Administration.	Submit intent to plan to the University Board	December 2011	Political Science Chair
		If approved by the Board, proceed and work on the program for submission to Higher Education Commission	March 2012	Political Science Chair
		If approved by Higher Education Commission, work on the program and submit to Higher Education Policy Commission following their requirements.	December 2012	Political Science Chair
		If approved by HLC, promote the program and start recruiting students.	May 2012	Political Science Chair
		Admit students and Launch the program	Fall 2013	Political Science Chair

Strategy	Objective	Milestones	Timeline	Responsibility
	Pursue the development of an applied Master's Degree program in Sociology	If approved by Higher Education Commission, submit program to Higher Education Policy Commission	March 2012	Sociology/ Philosophy Chair
		If approved by the Board, proceed and work on the program for submission to Higher Education Commission		Sociology /Philosophy Chair
		If approved by Higher Education Commission, work on the program and submit to Higher Education Policy Commission following their requirements.		Sociology/ Philosophy Chair
		If approved by HLC, promote the program and start recruiting students.		Sociology /Philosophy Chair
		Admit students and Launch the program		Sociology /Philosophy Chair
Develop undergraduate and graduate academic programs that will ensure student success.	Obtain accreditation reaffirmation for the Business Department	Remove shortcoming condition in Criterion 5.4.1 by having at least one full-time doctoral or professionally qualified faculty teaching in each concentration (hire terminally degreed faculty in Marketing and Management).	Feb 2011	Chair of Business Administration/ Dean
		Advertise the position	April 2011	Chair of Business Administration/Dean CBSS/Academic Affairs
		Recruit and hire Faculty	September 2011	Chair of Business Administration Office of Finance
		Remove shortcoming condition in Criterion 5.4.2. by ensuring that sufficient faculty are available to provide advising and administration .	February 2011	Chair of Business Administration/ Dean
		Advertise the position	April 2011	Chair of Business Administration/ Dean BSS
		Recruit and hire Faculty	September 2011	Chair of Business Administration/ Office of Finance

Strategy	Objective	Milestones	Timeline	Responsibility
	Encourage Faculty to be active in professional activities that will enhance the depth and scope of their knowledge and effectiveness of their teaching	Make this criterion proportionately high (at least 25%) in evaluating faculty	September 2011	Business Administration Department Chair/Deans Council/
		Ensure accreditation reaffirmation	September 2013	Business Department Chair/Dean/ Academic VP

Administrative Area: Academic Affairs (College of Natural Science and Mathematics)

Strategy	Objective	Milestones	Timeline	Responsibility
Develop undergraduate and graduate academic programs that will ensure student success.	Implement Math 020	Register students for Math 020	Sept 2011-June, 2013	Department of Mathematics, Dean, AA
	. Create Math Learning Center	determine needs list	Sept 2011	Math Chair, faculty
		2Propose implementation plan	Feb 2012	Math Chair, faculty
		3Incorporate needs list into Title III requests	Feb 2012	Dean, AA
		4Select location	Feb 2012	Math chair, faculty, Dean, AA
		Begin appropriate renovations	Sept 2012	Chair, Dean, AA, Physical Facilities
		Order computers desks software	Sept 2012	Chair, Dean, AA, Physical Facilities
Increase services/ activities that enable the campus to operate in an effective efficient and safe manner.	Re vitalize the NSM Safety Committee to Address Hamblin Hall SHIP and other safety issues	Members Identified, Chair selected	Sept 2011 Meet monthly	Dean, Faculty Committee

Administrative Area: Academic Affairs (College of Professional Studies)

Strategy	Objective	Milestones	Timeline	Responsibility
Ensure academic rigor in all University programs	Require that all students in the College of Professional Studies earn a grade of C or better in the courses required in their major for the degree.	All departments will seek EPC approval	Aug 2011-April 2012	Department Chairs
		This change will be added to the College Bulletin. will	Aug 2012	The Dean and Department Chairs
	Require that course descriptions be revised to include prerequisites that demonstrate a sequential building of content knowledge and some formative process that is consistent with best practices in the discipline.	All departments seek EPC approval	Aug 2011-April 2012.	Department Chairs
		This change will be added to the College Bulletin.	Aug 2012	The Dean and Department Chairs
	Increase student pass rates on Licensing exams in Education.	Review and revise existing tutorial programs in place in the Education Departments based on analysis of data received from the appropriate testing or licensing agencies	August 2011-May 2012	
	.	When annual Federal Title II and West Virginia Department of Education and West Virginia Higher Education Policy Commission Data and reports show this program is in compliance .	August 2011-May 2012	Education Department Chair and Faculty.

Strategy	Objective	Milestones	Timeline	Responsibility
	Increase student pass rates on Licensing exams in Social Work.	Review and revise existing tutorial programs in place in the Social Work Departments based on analysis of data received from the appropriate testing or licensing agencies. Social Work Department Chair and faculty.	August 2011-May 2012	Education Department Chair and Faculty.
		When West Virginia Social Work Licensing Board and West Virginia Higher Education Policy Commission Data and reports show this program is in compliance.	August 2011-May 2012	Social Work Department Chair and faculty.

Administrative Area: Academic Affairs (General Education [GE])

Strategy	Objective	Milestones	Timeline	Responsibility
Develop undergraduate and graduate academic programs that will ensure student success.	Integrate General Education Honors course into the General Education Curriculum	Receive proposals for Honors General Education Classes	Sept 2011	Faculty Honors Committee, GE Committee, Coordinator of GE
		Approve acceptable proposals	Oct 2011	GE Committee
		Send Proposals to EPC	Dec 2011	Coordinator of GE, Honors Committee
	Adopt more options for General Education courses.	Receive proposals for courses	Sept 2011–June 2013	Faculty, GE Committee, Coordinator of GE
		Approve acceptable proposals	Sept 2011–June 2013	GE Committee

Strategy	Objective	Milestones	Timeline	Responsibility
		Send Proposals to EPC	Sept 2011–June 2013	Coordinator of GE
	Assess needs for continued success for General Education Curriculum	Establish General Education assessment sub-committee	Sept 2011	Coordinator of GE, VPAA, GE Committee, Faculty
		Regular meetings of assessment sub-committee	Sept 2011–June 2012	Coordinator of GE
		Hold forums for faculty input	Sept 2011–June 2012	Coordinator of GE, GE assessment sub-committee
		Recommend course of action for GE curriculum to VPAA as determined by sub-committee	June 2013	Coordinator of GE, GE assessment sub-committee
	Ensure current Information of GE100 and GE200 texts	Review of literature by experts from various departments, Collect essays and information for textbooks (if needed) and Edit textbooks under publisher timeline	Sept 2011–June 2013	Coordinator of GE, interested faculty

Administrative Area: Academic Affairs (RBA)

Strategy	Objective	Milestones	Timeline	Responsibility
Develop undergraduate and graduate academic programs that will ensure student success	Increase number of areas of emphasis for RBA	Meet with program chairs and deans to discuss possible areas of emphasis	Oct 2011	Director of RBA
		Identify departments	Dec 2011	Director of RBA
		Conduct follow-up meetings	April 2012	Director of RBA, Department Chairs for English, Art, Communications,
		Enroll students in developed areas of emphasis	Sept 2012	Director of RBA, Department Chairs for English, Art, Communications,

Administrative Area: Academic Affairs (Drain-Jordan Library)

Strategy	Objective	Milestones	Timeline	Responsibility	
Develop support programs that will ensure student success	Implement social networking communication with students	Develop a plan for implementation.	July 2011	Director of Library Resources	
		Secure funding	July 2011	Director of Library Resources, OF, Title III	
		Staff training	Sept 2011	Director of Library Resources	
		Implementation and advertising	Sept - Oct 2011	Director of Library Resources	
		Improve library collections	Conduct a needs assessment		Director of Library Resources, Faculty Senate Library Committee
			Develop collection development plan (1)	Dec 2011	Director of Library Resources, Faculty Senate Library Committee

Strategy	Objective	Milestones	Timeline	Responsibility
		Produce formal collection development document	April 2012	Director of Library Resources
		Secure funding	Sept 2011-2013	Director of Library Resources, OF, Title III
		Order materials	Sept 2011-2013	Director of Library Resources, Faculty
		Complete de-accession project	Dec 2012	Director of Library Resources, Faculty
	Rebuild library instructional program as information literacy training	Develop internal plan, with organizational definitions and priorities	Dec 2011	Director of Library Resources
		Canvas University faculty to secure support and buy-in	May 12	Director of Library Resources
		Develop curriculum and pedagogical strategies	Aug 2012	Director of Library Resources
		Implement Information Literacy-based instruction on at least a trial basis.	Sept 2012	Director of Library Resources, faculty
	Redesign Library website	Plan and survey other libraries	Aug 2012	Director of Library Resources
		Page template design	Aug 2012	Director of Library Resources
		Beta site up, advertising for new site	Nov 2011	Director of Library Resources
		New website public	Dec 2011	Director of Library Resources

Strategy	Objective	Milestones	Timeline	Responsibility
	Improve accuracy of holdings in library catalog and national bibliographical utilities	Define scope of problem and talk with vendors re: solutions	June 2012	Director of Library Resources
		Define costs (monetary and staff time) associated	Sept 2012	Director of Library Resources
		Secure funding for remediation	Dec 2012	Director of Library Resources, OF, Title III
		Begin remediation project	Jan 2013	Director of Library Resources
	Continue to solicit user input concerning the library	Administer 2nd annual faculty and student survey	Oct 2011	Director of Library Resources
		Analyze/release survey results	Jan 2012	Director of Library Resources
		Administer 3rd annual faculty and student survey	Oct 2012	Director of Library Resources
		Analyze/release survey results	Jan 2013	Director of Library Resources
	Update Library physical spaces for improved access to information and technology	Summarize Consultants' report for University admin. consumption	Feb 2012	Director of Library Resources
		Prioritize projects for Administration	Aug 2011	Director of Library Resources
		Develop funding strategies	Sept 2011-2013	Director of Library Resources, OF, Title III
		Plan discrete renovation projects	January - April 12	Director of Library Resources

Strategy	Objective	Milestones	Timeline	Responsibility
		Implement as possible	Sept 2011- June 2013	Director of Library Resources, contractors, OF
	Implement physical location plans for the Vizwall project	Completion of planning of HRC Vizwall project	Sept 2011- June 2013	GRDI, Director of Library Resources, OF, University, et al.
		Implementation of project within University parameters	June 3013	GRDI, Director of Library Resources, Title III, OF

Administrative Area: Academic Affairs (National Center for Human Relations)

Strategy	Objective	Milestones	Timeline	Responsibility
Develop support programs that will ensure student success	Develop and promote the NCHR mission	Develop at least one event for Faith Based, Race Relations and Domestic Violence	Sept 2011- June 2012	EE Director & Coordinators
		Increase events by 50% from previous year	Sept 2011- June 2012	EE Director & Coordinators
	Recruitment for Cultural Diversity Certificate Program	Increase Enrollment in Cultural Diversity Certificate Program by 10 %	Sept 2011- June 2012	EE Director & Coordinators
		Graduate students with Certificates in Cultural Diversity	Sept 2011- June 2012	EE Director & Coordinators

Administrative Area: Academic Affairs –Registration & Records

Strategy	Objective	Milestones	Timeline	Responsibility
Develop support programs that will ensure student success	Implement a Degree Audit System	Meet with Computer Services to determine roles and responsibilities	June 2011	Director of Registration and Records, Director for Computer Services, Director for Assessment
		Determine Responsibilities for Records and Registration	June 2011	Director of Registration and Records, Director for Computer Services, Director for Assessment
		Correct errors in Student Information System database	July 2011 and ongoing process	Director of Registration and Records, Director for Computer Services, Director for Assessment
		Implement roles and responsibilities for staff	July 2011 and ongoing process	Director of Registration and Records, staff, Director for Computer Services
		Determine course equivalencies	Sept 2011	College Deans, Department Chairs, Director of Registration and Records
		Determine data input responsibilities	Oct 2011	College Deans, Director of Registration and Records

Strategy	Objective	Milestones	Timeline	Responsibility
		Schedule meetings with Academic Departments	Oct 2011	Department Chairs, Director of Registration and Records
		Secure Initial Training	Nov-Dec 2011	Director of Registration and Records, College Deans
		Maintenance Training	Nov-Dec 2011	Director of Registration, College Deans
		Implementation of degree audit system	Jan 2012	Director of Registration, College Deans, Advisors

Administrative Area: Administrative Services (Public Safety) and other areas

Strategy	Objective	Milestones	Timeline	Responsibility
Increase services that enable the campus to operate in an effective, efficient and safe manner.	Enhance educational programs and information in regard to Emergency Response	Pursue funding from the Department of Justice (i.e. White House Initiative for HBCU's and Emergency Preparedness and Safety grant).	July 2011- July 2013	Director of Public Safety
		Offer five enhanced educational Programs for Shelter-in-Place Leaders.	Dec 2011	Director of Public Safety
		Update information /supplies in Emergency Boxes monthly.	Starting Sept 2011	Director of Public Safety and Physical Facilities
		Host a meeting of Kanawha County Emergency Providers-\$3,500	June 2012	Director of Public Safety
		Update Web information and Print information \$5,000	Starting Oct 2011	Director of Public Safety

Strategy	Objective	Milestones	Timeline	Responsibility
Ensure North Central reaffirmation for WVSU	Develop and implement a University-wide, state-of-the-art assessment system to measure student learning outcomes	Develop campus culture of assessment	Aug 2011- June 2013	Director of Institutional Effectiveness
		Use multifaceted assessment programs	Aug 2011- June 2013	Director of Institutional Effectiveness
		Encourage educators to participate fully in assessing learning outcomes	Aug 2011- June 2013	Director of Institutional Effectiveness
		Assess value-added learning outcomes using nationally recognized measures	Aug 2011- June 2013	Director of Institutional Effectiveness
		Assess capstone courses	Aug, 2012	Director of Institutional Effectiveness
		Align curricula with national and international goals and standards	Aug, 2012	Director of Institutional Effectiveness
		Use results for continuous improvement and accountability	Aug, 2012- 2013	Director of Institutional Effectiveness
		Meet the North Central Higher Learning Commission's standards	Aug 2011- June 2013	Director of Institutional Effectiveness
		Fully implement an electronic Assessment Management Platform (AMP) in every program as a means to collect and analyze student and program assessment data in order to meet current and future Accreditation, which aligns with HEPC goals nine and ten.	Aug 2013	Director of Institutional Effectiveness

Administrative Area: Administrative Services (Information & Technology)

Strategy	Objective	Milestone	Timeline	Responsibility
Increase services that enable the campus to operate in an effective, efficient and safe manner.	Upgrade the internet access to assist student, faculty and staff research projects and acquire High Performance Computing and Visualization equipment (EPSCORE Grant).	Required Training for High Performance Computing and Network Upgrading \$2,000 – grant funded	Continue July, 2011	Director of Computer Services
		Issue purchase orders For High Performance Computing (HPC)and Visualization Equipment	August 2011	Director of Computer Services
		Install HPC and Visualization Equipment -	December 2011	Director of Computer Services

Administrative Area: Administrative Services (Physical Facilities)

Strategy	Objective	Milestones	Timeline	Responsibility
Increase services that enable the campus to operate in an effective, efficient and safe manner.	Expand campus culture of environmental friendliness by Additional Recycling Efforts	Implement upgrading to a recycling effort by securing WV Environmental Grant if approved. (Grant will be \$9,000 if procured)	Oct 2011	Director of Physical Facilities
		Purchase desk/ hallway receptacles \$800	Sept 2011	Director of Physical Facilities
		-Final pre-grant approval and Submit Grant	July 1, 2011	Director of Physical Facilities
		Recycling publication- Others	Sept 2011	Director of Physical Facilities
		Gather recycle materials	Dec 2011	Director of Physical Facilities
		Prepare 2012 Grant	July 1, 2012	Director of Physical Facilities

**Administrative Area: Student Affairs (Collegiate Support & Counseling Services and
Mental Health & Substance Abuse Counselor)**

Strategy	Objective	Milestones	Timeline	Responsibility
Facilitate personal, intellectual and emotional growth	Implement student-led substance abuse, HIV and Hepatitis educational program	Select 6 student peer educators (SPEs); one male and one female as the Leads	August 2011	Mental Health & Substance Abuse Counselor
	Establish meeting/work schedule	SPEs scheduled weekly in accordance with availability	September 2011	Mental Health & Substance Abuse Counselor, SPEs
	Provide necessary training to staff/SPEs	Trainings provided for peer education certification, substance abuse, HIV, hepatitis, social norms marketing, screening and brief intervention.	October 2011	Mental Health & Substance Abuse Counselor, The BACCHUS Network, the Maya Tech Corporation
		Utilize trained SPEs in Education 110 (Peer Education) class to facilitate trainings.	September, October, November 2011 & February, March and April 2012	Mental Health & Substance Abuse Counselor, SPEs
	Implement substance abuse, HIV and hepatitis prevention and education	Conduct needs assessment	September 2011	Mental Health & Substance Abuse Counselor, SPEs and New Leaf Group
		Develop strategic plan/coalition building	September & October 2011	Mental Health & Substance Abuse Counselor, SPEs, the BACCHUS Network, All Aid International, Inc.

Strategy	Objective	Milestones	Timeline	Responsibility
		Incorporate needs into SPEs programming efforts	September, October, November 2011 & February, March and April 2011	Mental Health & Substance Abuse Counselor, SPEs
		Provide free HIV blood tests	October 2011 December 2011 February 2012 May 2012	Mental Health & Substance Abuse Counselor, SPEs, All Aid International, Inc.
		Collect data comparisons of pre and post knowledge from participants	November 2011 April 2012	Mental Health & Substance Abuse Counselor, SPEs, New Leaf Group

Strategic Goal 2: Invest in strategic marketing to create and convey a compelling brand identity

Administrative Area: Office of the President (Executive Assistant to the President for University & Community Relations)

Strategy	Objective	Milestones	Timeline	Responsibility
Create and convey a compelling WVSU brand	Create and establish consistent brand image and ensure compliance	WVSU Brand and Graphic Identity Manual created and approved	January 1, 2011	Communications Team, Institutional Advancement
		Meetings with Department Heads	August 2011	Communications Team, Institutional Advancement
		Recycling of all unofficial WVSU brand items	August 2011	Communications Team
	Secure a Marketing consultant	RFP advertised	June 2011	Office of Finance, Communications Team, Institutional Advancement
		Marketing Consultant Hired	Sept 2011	Office of Finance, Communications Team, Institutional

Strategy	Objective	Milestones	Timeline	Responsibility
				Advancement
		Implement the recommendations of the consultant	FY 11-12	Office of Finance, Communications Team, Institutional Advancement
	Initiate and deliver a comprehensive IMC Plan	Submit plan and budget to Office of the President	August , 2011	Communications Team, Institutional Advancement
		Place strategic annual media buys	August 2011	Communications Team, Institutional Advancement
		6-Month Evaluation	December 2011	Communications Team
		12-Month Evaluation	May 2012	Communications Team, Institutional Advancement
	Increase prospective student pool	Prospect list purchase	June 2011	Communications Team, Institutional Advancement
		Direct Mail/Facebook campaign launch	July 2011	Communications Team, Institutional Advancement
		Fall Application Evaluation	August 2011	Communications Team
		Spring Application Evaluation	December 2011	Communications Team

Strategy	Objective	Milestones	Timeline	Responsibility
	Increase community support and brand awareness	Identify and schedule 20 strategic alliance meetings	September 2011	Communications Team, Institutional Advancement
		Sponsor 3 major community events	December 2011	Communications Team, Institutional Advancement
		Secure 10 Community Partnerships	December 2011	Communications Team, Institutional Advancement
	Increase faculty, staff and alumni support	Submit University Rewards Program to Office of the President for approval	September 2011	Communications Team, Institutional Advancement
		Campus –Wide Launch event	October 2011	Communications Team

Administrative Area: Administrative Services (Physical Facilities)

Strategy	Objective	Milestones	Timeline	Responsibility
Make significant progress toward accomplishing the goals of The WVSU Campus Master Plan to continue the development of a modern and aesthetically pleasing environment accommodating teaching, research, community outreach and enrollment growth (Administrative Services).	Improve campus facility capacity with a major academic building	Fleming Hall Renovation & Addition Project Total Project: \$15,000,000 funding already gained as part of an EAST Bond State of WV Funding	2011-2013	Administrative Services and President’s Office, Academic Affairs, Student Affairs, Finance, Architects: Silling & Associates, LLC on Contract
		Architect Design Documents	September, 2011	Admin. Services
		Base Bid for Project (Alternates will follow as project progresses.as	Dec 2011	Admin Services and Finance

Strategy	Objective	Milestones	Timeline	Responsibility
		ready)		
		Fleming Hall Renovation & Addition site preparation and early demolition work	Sept 2011	Director of Physical Facilities
		Relocation of classes and offices during construction and readying for practices; associated parking, etc.	Dec. 2011 into early January	Director of Physical Facilities assists effected department chairs of College of Professional Studies
		On-going construction	2011- 2013 completion	Director of Physical Facilities with Architects and Construction Company selected
		Punch List and Total Acceptance of \$15,000,000 Fleming Hall Renovation & Addition	In 2013 as planned	Admin. Services with Physical Facilities working with Architects and Final Acceptance of Work as Completed Project by University President working with Architects' recommendation
	Improve campus Brand identity into signage for the campus as affordable	Transition Parking Lot and Road Signs over to new branding identity as affordable (\$60,000 as affordable — does not include large, main ID signs)	FY 2011-2013	Director of Physical Facilities
		Design signage ideas for President to review	December 2011	Director of Physical Facilities
		Implement as affordable on signage	2012-13	Director of Physical Facilities
		Fleming Hall Renovation & Addition site preparation and early demolition work	Late summer and early autumn of 2011	Director of Physical Facilities

Strategy	Objective	Milestones	Timeline	Responsibility
		Relocation of classes and offices during construction and readying for practices; associated parking, etc.	Over Holiday Dec. 2011 into early January	Director of Physical Facilities assists effected departments (academic and athletic)
		On-going construction	FY 2011-2013 completion	Director of Physical Facilities with Architects and Construction Company selected
		Punch List and Total Acceptance	In 2013 as planned	Admin. Services with Physical Facilities working with Architects and Final Acceptance of Work as Completed Project by University President or designee working with Architects' recommendation
	Improve educational facilities at WVSU Booker T. Washington Complex, as affordable, for historic preservation and community outreach.	Implement work on WVSU Booker T. Washington Complex from U. S. Interior – National Parks Service Grant to improve African Zion Baptist Church Building – includes addressing Restroom Facilities and climate control to upgrade facility while maintaining historic integrity. Project Funding already procured from National Parks Service Grant of \$123,000.	FY 2011-2012	Director of Physical Facilities
		Attempt to find additional funding as possible to gradually protect the properties.	2012-2013	Director of Physical Facilities working cooperatively with other program and funding areas of the University

Administrative Area: Administrative Services (Human Resources)

Strategy	Objective	Milestones	Timeline	Responsibility
Promote compliance with policies, procedures and codes including non-discrimination, privacy and navigability as well as foster a barrier-free, safe environment for students, faculty, staff and visitors	Communicate and attempt to facilitate the requirements of Senate Bill 330 that are related to Human Resources functions. Note: All areas of the University have roles and full implementation requires financing of classification system.	Human Resources Director and Office Manager will attend WV HEPC REQUIRED Training Sessions for HR Staff regarding SB 330 that are being held frequently at a statewide level sponsored by the WV Higher Education Policy Commission Travel: \$6,000	June 2011-13	Director of Human Resources
		Human Resources will provide Executive Council with SB 330 information relative to the human resources aspects of the newest code related to higher education and compliance	2011-13	Director of Human Resources

Administrative Area: Student Affairs (Leadership & Judicial Affairs)

Be visionary and proactive in advocacy for continuous evolution and improvement related to all aspects of the university.	The Office of Judicial Affairs will work to mentor and educate those students who violate the policies of WVSU, The Buzz To retain those policy violators when possible and through mentoring, retaining and advancement academically by helping them to understand the value of academic advancement by respecting the policies of WVSU. Using each moment as a teaching moment.	Retaining 5%	August – December 2011	It will be my responsibility as Director of Judicial Affairs
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	Work with Campus police, RD and Director of Res Life to form a solid base for safer campus – better communication and understanding of each units responsibility	100%	August - December	Director of Campus police, Director of Res Life, RD and RA Vice President and Assistant VP of Student Affairs
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Administrative Area: Administrative Services (Regional Community Policing Institute)

Strategy	Objective	Milestones	Timeline	Responsibility
Promote compliance with policies, procedures and codes including non-discrimination, privacy and navigability as well as foster a barrier-free, safe environment for students, faculty, staff and visitors	Communicate with various external agencies about new federal and state codes concerning community policing, victim's rights, et. al.	Seek Grants to be able to educate about compliance issues such as Victim's rights, et. .	2011-2013	Director of Regional community Policing Institute
		Offer Workshops on campus and in three other states for justices, law enforcement officers, emergency service personnel and citizens as funding is available	2011-13	Director of Regional Community Policing Institute

Administrative Area: Student Affairs (University Union & Student Activities)

Be visionary and proactive in advocacy for continuous evolution and improvement related to all aspects of the university	Increase the number of visits to the University Union Information Center.	Identify additional services to be offered at the Information Center.	August 15, 2011	Program Coordinator, University Union
		Train student employees assigned to the Information Center to track number of visits by students.	September 25, 2011	Program Coordinator, University Union
		Implement suggestions within reason and host a Grand Re-opening during the spring semester.	February 15, 2012	Program Coordinator, University Union
		Tally the total number of visits to the Information Center for each semester and compare.	May 30, 2012	Program Coordinator, University Union

Strategic Goal 3: Engage in long-term, sustained philanthropic success

Administrative Area: Institutional Advancement

Strategy	Objective	Milestones	Timeline	Responsibility
Reorganizing Institutional Advancement	Develop Org Structure (Org Chart)	Hire Assistant Vice President for Media and Marketing	Dec 2011	Vice President for Institutional Advancement
Conduct a 12.5 million dollar fund raising campaign over a five to seven year period	Establish a 17 member Steering Fundraising Committee	Select committee members and Chairs based on supporting affiliation with University	June 2011	Vice President for Institutional Advancement
	17 member Steering Fundraising Committee	Establish a meeting schedule	Sept 2011	Vice President for Institutional Advancement, Committee Chairs
	17 member Steering Fundraising Committee	Implement meetings per schedule for Donor Prospect Rating Sessions	Sept 2011	Vice President for Institutional Advancement, Committee Chairs
	Increase fundraising activities	Create donor matrix Donor prospect Data Base Management	Sept 2011	VP, Institutional Advancement
		Assign principals to prospective donors Management	Oct 2011	VP, Institutional Advancement and Committee
		Establish monthly donor contact quota and document outcomes	Oct 2011 – June 2013	VP, Institutional Advancement
		Identify and assign duties to PV and Foundation staff	Aug 2011	VP, Institutional Advancement
Build a robust philanthropic fundraising operation	Staff Institutional Advancement over necessary duties	Hire prospect researcher/ Data Base Management	July 2011	VP for Institutional Advancement
		Hire Asst. Vice President for University Media Relations and Marketing	Dec 2011	VP for Institutional Advancement

Strategy	Objective	Milestones	Timeline	Responsibility
	Initiate responsibilities and oversight for key fundraising duties to enhance Philanthropic Giving to the University	Investigate, clean donor and alumni database/designate database manager Conduct Data Base Summit	Aug 2011	VP for Institutional Advancement
		Develop formal plan for Major Gifts Development Moves Management Process	Aug 2011	VP for Institutional Advancement
		Develop formal Annual Fund Drive campaign plan	Aug 2011	VP for Institutional Advancement
	Will make contact with four Corporations per month and Produce two Foundation Proposals per month	Develop Corporate/Foundation Gifts Outreach Plan	Aug 2011	VP for Institutional Advancement
	To enhance Campaign development and awareness over the five Year Period in conjunction with the Foundation	Develop Donor Stewardship Plan and Special Events Coordination	Aug 2011	VP for Institutional Advancement
		Redefine Foundation Board Roles and Responsibilities/ policy for Giving to the University	Dec 2011	VP for Institutional Advancement
		Organizing a Steering Committee for the Fundraising Camp	Dec 2011	VP for Institutional Advancement

Strategy	Objective	Milestones	Timeline	Responsibility
Conduct an effective and sustainable advocacy operation on local, state and federal levels of government	Assist in government relations and legislative monitoring affecting University	Communication with WV public officials thru various means: phone, email, meetings	FY2011 – FY 2013	Assistant VP for Institutional Advancement
	Attend WV Legislative sessions	Have daily University presence at the WV State Capitol	Jan-Mar 2012; Jan-Mar 2013	Assistant VP for Institutional Advancement and others University officials as needed
	Interaction with University Leadership	Provide legislative updates as requested by University leadership	FY 2011-FY2013	Assistant VP for Institutional Advancement
Build a robust Alumni Affairs Department for the University	Update and maintain alumni database to Enhance annual and Major Gift Giving	Investigate and clean alumni, donor and general WVSU databases	Aug 2011	VP for Institutional Advancement, Director of Alumni Affairs and Director of Database Management
	Establish sustained communication and outreach program with alumni	Ongoing weekly phone calls, emails, social networking direct mail to various alumni members	FY 2011-FY 2103	VP for Institutional Advancement, Director of Alumni Affairs and Staff
	Disseminate communications pieces of WVSU information to Alumni and Chapters	The Tower magazine, emails, phoning, social networking, direct mail	FY 2011-FY 2103	VP for Institutional Advancement, Director of Alumni Affairs and Staff
	Increase donor support from WVSU Alumni	Personal and media cultivation/solicitation and contact with current and new alumni members	FY 2011-FY 2103	VP for Institutional Advancement, Director of Alumni Affairs and Staff
		Special Events celebrating WVSU Alumni	FY 2011-FY 2103	VP for Institutional Advancement, Director of Alumni Affairs and Staff
Execute Facilities Management Plan for Erickson Alumni Center	Coordinate control of facilities with University	Agreement with University to manage Alumni Center..	Dec 2011	Foundation Vice President for Marketing
		Coordinate control with Administrative Services	July 2012	IA, Administrative Services

Strategy	Objective	Milestones	Timeline	Responsibility
	Management and Completion of required reports, licenses and business vendors	Successful payment of required fees	FY 2011-2013	Foundation President and Vice President
		Completion of Background checks including fingerprinting	FY 2011-2013	Foundation President and Vice President
		Updating List of Insured Caterers	FY 2011-2013	Foundation Vice President and Staff
Develop Procedures for Foundation Management	Comply with 501C3 regulations	Completion of required 990 Federal reports	FY 2011-2013	Foundation President and Vice President
	Comply with Audit Regulations	complete written Communication and acknowledgment procedures for staff	FY 2011-2013	Institutional Advancement Staff
		Report audit findings to University Leadership and Foundation Chair	FY 2011-2013	Foundation President
	Scholarship Management	Comply with scholarship agreements	FY 2011-2013	Foundation Staff
		Maintain scholarship records and financial data	FY 2011-2013	Institutional Advancement Staff
Develop Strong, Stable and Growing Annual Fund Drive	Review achieved fundraising amounts in recent years	Announce Goal for FY2011-2012	July 2011	VP and Assistant VP for Institutional Advancement, President and VP of Foundation and Staff
	Develop Annual Fund Plan	Foundation Vice President develops plan in coordination with Office of Institutional Advancement and reports to University President and Foundation Chair	Aug 2011	Foundation Vice President
	Clean and Enhance donor database	Conduct Strategy meeting among stakeholders to establish needs	Aug 2011	VP and Assistant VP for Institutional Advancement, President and VP of Foundation and Staff

Strategy	Objective	Milestones	Timeline	Responsibility
	Enhanced and coordinated Annual Fund solicitation materials		Dec 2011	Foundation Vice President and University Public Relations staff
	Enhance Planned Giving support	Seek out contributors and complete forms and maintain contact	FY 2011-2013	Foundation Vice President
	Develop Phone-athon Operation		Dec 2011	Foundation Vice President
Enhance Foundation Special Events	Annual Dinner: Increase attendance and corporate support	Annual Dinner	May 2012 and May 2013	Foundation Vice President
	Presidents Circle: Increase attendance (\$\$ support)	President's Circle Dinner	Yearly in October or during homecoming FY11, 12, 13	Foundation Vice President
	To Enhance Alumni Giving	Alumni & Friends Lunch	Yearly Saturday during homecoming FY11, 12, 13	Foundation Vice President
Expand Role of Foundation Board	Foundation Chair and Board solicit Board Goal of Campaign Support	Foundation announces Board Goal	Homecoming 2011 FY11, 12, 13	Foundation Chair and Executive Committee
	Foundation Executive Committee serve as part Donor Prospect Committee	Institutional Advancement conducts prospect ratings sessions with Board members	Quarterly FY11, 12, 13	VP for Institutional Advancement, Foundation Chair and Institutional Advancement staff
		Executive Committee Meetings	Every other month FY11, 12, 13	Foundation, Institutional Advancement Staff and Board members
		Full Board Meetings	Two times a Year FY11, 12, 13	Foundation Staff and Board Members

Administrative Area: Office of Finance

Strategy	Objective	Milestones	Timeline	Responsibility
Develop an Investment Budget to support philanthropic and University operations	develop and implement University budget efficiency gains and promote balanced budgets in each Administrative area	Conduct bi-weekly budget meetings with each VP regarding budgets	Starting July 2011	Director of Fiscal Affairs, Director of Budgets/Accounting, Controller
		Review all areas with each Vice President and determine where costs could be reduced (Efficiency Reviews)	Starting July 2011	Director of Fiscal Affairs, Director of Budgets/Accounting, Controller
		Each Vice President exercises fiscal control over expenditures within budget limits	Starting July 2011	Director of Fiscal Affairs, Director of Budgets/Accounting, Controller
	Acquire SciQuest software for purchasing control	In conjunction with HEPC, implement an electronic centralized purchasing software system		

Administrative Area: Student Affairs (University Union & Student Activities)

Strategy	Objective	Milestones	Timeline	Responsibility
Develop and implement University budget efficiency gains	Reduce the net cost per event of programs offered by the Office of Student Activities	Research the historic net cost per event offered in FY 2011	September 30, 2011	Director, University Union
		Meet with Student Activities Council to program more events that cost fewer dollars.	Ongoing through May 15, 2012	Program Coordinator, University Union
		Determine the net cost per event for FY 2012.	June 15, 2012	Director, University Union

Goal 4. Grow enrollment by at least 3% per year and increase graduation rate by at least 2% per year through planning and execution of a focused enrollment management campaign.

Administrative Area: Student Affairs (Enrollment Management)

Strategy	Objective	Milestones	Timeline	Responsibility
Develop and implement a 2011-2015 Enrollment Plan that includes a 7% increase in enrollment and retention.	Complete 2010-2012 Enrollment Management Plan	enrollment increase of 1.0 %	May 2012	VP Student Affairs
	Develop 2012-2015 Enrollment Management Plan that includes increases in overall enrollment as well as increases in retention over the three-year planning period. (Base enrollment is 3190)	Identify Sub Committee members	Oct 2011	VP for Student Affairs (SA), Academic Affairs (AA), and Chair of the Enrollment Management Committee (EMC)
		Plan is submitted to President and BOG for approval.	April 2012	VP for SA, AA, and EMC
		Implement approved plan	May 2012	VP for SA, AA, and EMC
		enrollment increase of 1.5 %	Fall 2012	VP for SA, AA, and EMC
		enrollment increase of 2.5	Oct 2012	VP for SA, AA, and EMC
		enrollment increase of 3.0% (3,413 total enrollment)	Oct 2013	VP for SA, AA, and EMC

Strategy	Objective	Milestones	Timeline	Responsibility
	Implement an Early Commitment Initiative	Develop an early relationship between WVSU and all newly accepted students	Completed Dec 2010	Director of Collegiate Support and Counseling Services
		Produce brief online videos for orientation, recruiting and departmental program promotional purposes. Online videos filmed.	Completed May 2011	Coordinator of Institutional Research
		Videos in editing stage	Aug 2011	Coordinator of Institutional Research
		Publish videos on WVSU website	Aug 2011	Coordinator of Institutional Research
	Increase financial aid awareness	Increase financial aid awareness to better aid student access and success towards obtaining federal, state and institutional funds.	Completed May 2011	Director of Student Financial Assistance
		Attend periodic faculty meetings to make information available and update on recent changes in financial aid	Completed August 2010	Director of Student Financial Assistance
		Produce a brochure of frequently asked questions (FAQ) and distribute to students	Completed August 2010	Director of Student Financial Assistance

Strategy	Objective	Milestones	Timeline	Responsibility
		Schedule a meeting with residence hall assistants to give briefings regarding financial aid	Completed February 2011	Director of Student Financial Assistance
		Use electronic media and campus newspapers to communicate financial aid information	Completed February 2011	Director of Student Financial Assistance
	Develop an Honors program at WVSU	Develop and implement the standards and selection criteria for the honors program	December 2011	Academic Affairs
		Determine administrative responsibility of honors program	Completed May 2011	Academic Affairs
		Develop and implement the specific activities of the program	May 2012	Academic Affairs
	Implement Departmental call of students from student contact cards	Establish consistent personal contact with our prospective students to insure they follow through with their enrollment	Completed May 2011	Director of Recruitment; AmeriCorps; All Academic Departments
		Enhance faculty involvement in calling process	May 2012	Academic Affairs
	Enhance Recruitment tours /outreach efforts to local high schools	Recruit and admit a larger and better academically prepared incoming class of freshmen to WVSU	May 2012	Director of Recruitment; Director of Admissions

Strategy	Objective	Milestones	Timeline	Responsibility
		Enhanced involvement of faculty and administrators in the recruitment process	May 2012	Director of Recruitment; Director of Admissions
	Implement an Open House at WVSU	Increase community awareness of WVSU's educational opportunities. Complete planning for event.	October 2011	Director of Recruitment; Director of Alumni Affairs; Director of Public Relations
		Open House held	October 2011	Director of Recruitment; Director of Alumni Affairs; Director of Public Relations
	Implement a Mentoring Program at WVSU	Provide support for new students, to positively impact student success and to enhance student learning.	May 2012	Multicultural Counselor, Director of Collegiate Support and Counseling
		Assist the student with a smooth transition to college, providing positive role modeling, help to establish career/educational goals and being a consistent person the student can access for support and information	May 2012	Multicultural Counselor, Director of Collegiate Support and Counseling

Strategy	Objective	Milestones	Timeline	Responsibility
	Implement standard language at the end of all University Syllabi	Add three lines at the end of each course syllabi to remind students of: 1) Financial Aid deadlines. 2) Registration deadlines. 3) The availability of tutoring services.	May 2012	Academic Affairs

Administrative Area: Student Affairs (Admissions and Recruitment Services)

Strategy	Objective	Milestones	Timeline	Responsibility
Contribute to the enrollment, retention, academic advancement and graduation of students by enhancing curricular, co-curricular and extra-curricular activities.	Develop multi-media segments of student testimonials	Identify the students that will be filming	December 31, 2011	Director of Admissions, Director of Recruitment
	Coordinate WVSU Open House	Form a committee by identifying members	December 31, 2011	Director of Admissions and Director of Recruitment
	Implement recruitment at local vocational institutions	Select the schools to attend	December 31, 2011	Director of Admissions and Director of Recruitment
	Assign conditional students to a mentoring program	Identify the conditionally admitted students	December 31, 2011	Director of Admissions, Director of Recruitment and, Director of Collegiate Counseling and Disabilities Services

Administrative Area: Student Affairs (Office of Career Services and Co-operative Education)

Strategy	Objective	Milestones	Timeline	Responsibility
Be visionary and proactive in advocacy for continuous evolution and improvement related to all aspects of University	Launch a one stop shop for all customers through Career Services Management software System (CSM).	Participate in software implementation training	Sept 30, 2011	Career Services/Co-op Education, Computer Services, Implementation Specialist with Simplicity (Software Company)
		Identify the campus name for the system and customize visual appearance of software to reflect WVSU brand	July 31, 2011	Career Services/Co-op Education, Computer Services
		Implement a white list process which allows the system to receive e-mails from University accounts	July 31, 2011	Computer Services
		Identify where software will be housed on WVSU's web pages	Sept 30, 2011	Career Services/Co-op Education, Computer Services
		Identify and allow specific student data to be exported from BANNER into CSM	Sept 30, 2011	Career Services/Co-op Education, Computer Services
		Set-up Manager Interface	Sept 30, 2011	Career Services/Co-op Education
		Set-up Student Interface	October 31, 2011	Career Services/Co-op Education
		Launch a pilot test run of the system to trouble shoot issues	December 31, 2011	Career Services/Co-op Education, Computer Services
		Establish computer station in reception area of office for students to register for services	December 31, 2011	Career Services/Co-op Education, Computer Services
		Develop a system to track student usage	December 31, 2011	Career Services/Co-op Education

Strategy	Objective	Milestones	Timeline	Responsibility
		of services		
		Develop written instructions for students' access to software system	December 31, 2011	Career Services/Co-op Education
		Develop Employer Interface	March 31, 2012	Career Services/Co-op Education
		Verify all employer contact information from current data bases and convert to excel format	March 31, 2012	Career Services/Co-op Education
		Import all employer contacts into CSM system	March 31, 2012	Career Services/Co-op Education
		Identify and form a one-time taskforce committee to develop marketing plan to advertise CSM system	June 30, 2012	Career Services/Co-op Education, Academic Affairs, Career Services/Co-op Education Advisory Group
		Meet at scheduled time and develop a plan of action	June 30, 2012	Career Services/Co-op Education, Academic Affairs, Career Services/Co-op Education Advisory Group
		Launch full software system	July 30, 2012	Career Services/Co-op Education, Computer Services
		Implement marketing plan	FY 2012-2013	Career Services/Co-op Education
Enhance student services that contribute to the enrollment, retention, academic advancement and graduation of students.	Design and deliver a Job Seeking Strategies course	Research existing similar courses in U.S. Colleges	July 31, 2011	Career Services/Co-op Education
		Develop syllabus, Pre and posttest and assemble course materials	July 31, 2011	Career Services/Co-op Education, Dean of College of Professional Studies

Strategy	Objective	Milestones	Timeline	Responsibility
		Assign course number, inform faculty and add to fall course schedule	July 31, 2011	Dean of College of Professional Studies
		Deliver Job Seeking Strategies course	August 31, 2011	Career Services/Co-op Education
		Evaluate effectiveness of course	October 31, 2011	Career Services/Co-op Education
		Determine interest for repeating course in Spring 2012	October 31, 2011	Career Services/Co-op Education, Dean of College of Professional Studies
		Add to Spring course schedule	October 31, 2011	Dean of College of Professional Studies
		.8 Edit syllabus	December 31, 2011	Career Services/Co-op Education, Dean of College of Professional Studies
		Deliver Job Seeking Strategies course during Spring semester	January 31, 2012	Career Services/Co-op Education
		Evaluate effectiveness of course	March 31, 2012	Career Services/Co-op Education

Administrative Area: Student Affairs (Collegiate Support & Counseling – Mental Health & Substance Abuse Counselor)

Strategy	Objective	Milestones	Timeline	Responsibility
Enhance student services that contribute to the enrollment, retention, academic advancement and graduation of students.	Expand current Student Peer Education (SPE) program topics based on 2010 National College Health Assessment (NCHA) data	Provide necessary training to SPEs on identified interests from survey: nutrition, fitness and sleep	September, October, November 2011 & February, March, April 2012	Mental Health & Substance Abuse Counselor
	Conduct SPE-led awareness campaigns and educational programming	Share knowledge with participants	September, October, November 2011 & February, March, April 2012	Mental Health & Substance Abuse Counselor, SPEs
	Administer NCHA	Identify current behavior trends and topic areas of interests	April 2012	Mental Health & Substance Abuse Counselor, the President's Council on Drug and Alcohol Abuse
		Tailor future programming to reflect NCHA results	May 2012 June 2012	Mental Health & Substance Abuse Counselor, SPEs

Administrative Area: Student Affairs (Collegiate Support & Counseling – Multicultural Counselor)

Strategy	Objective	Milestones	Timeline	Responsibility
Continue to promote a multicultural environment and preserve, in practice, the concept of “A Living Laboratory of Human Relations”	Development of the Faculty/Staff-Student Mentoring Program	Identify those students who have been conditionally admitted into WVSU for the	AY 2011-2012	
		Report will be obtained by working with Admission Office. Based on the number of students participants.	July 2011	Multicultural Counselor
		Emails will be sent to all WVSU Faculty/Staff members to request volunteers for mentoring program	August 2011	Multicultural Counselor
		Determine the number of Faculty/Staff members that will need to be trained to be mentors	August/September 2011	Multicultural Counselor
		Train Faculty/Staff member on being effective mentors	September 2011	Multicultural Counselor
		Have a reception to acquaint participants	September 2011	Multicultural Counselor
		Evaluate the effectiveness of the mentoring program in order to continue for the spring/fall 2012 semesters	December 2011 May 2012	Multicultural Counselor

Strategy	Objective	Milestones	Timeline	Responsibility
	Increase Social Justice Awareness through programming	Apply for grants that will be the funding source for upcoming multicultural programs/conferences	Fall 2011	Multicultural Counselor
		Identify potential funding sources.	Sept 2011	Multicultural Counselor
		Apply for grants	Sept 2011	Multicultural Counselor
		Implement social justice programs	Fall 2011/Spring 2012	Multicultural Counselor
		Evaluate the effectiveness of the programs	Fall 2011/Spring 2012	Multicultural Counselor

Administrative Area: Student Affairs (Disability Services Counselor)

Strategy	Objective	Milestones	Timeline	Responsibility
Enhance student services that contribute to the enrollment, retention, academic advancement and graduation of students.	Ensure students awareness about services offered to faculty, staff and students at the Disabilities Services Office	Provide enhanced information about Disability Services Office	Sept 2011	Disability Services Counselor
		Provide information to the Admissions Office about the programs and services offered by Office of Disability Services (ODS) when recruiting students with disabilities	August 2011	Disability Services Counselor
		Contact faculty regarding issues that arise after mid-term grades are reviewed	Sept 2011	Disability Services Counselor
		Increase the number of hardcopies of ODS information provided to departments	October 2011 & March 2012	Disability Services Counselor
		Provide Admissions representatives with WVSU informational packets about ODS at WVSU	May 2012	Disability Services Counselor
		Distribute ODS brochures and informational packets to all campus departments annually and upon request	Fy 2011-2013	Disability Services Counselor

Administrative Area: Student Affairs (Collegiate Support & Counseling- Director)

Strategy	Objective	Milestones	Timeline	Responsibility
Enhance student services that contribute to the enrollment, retention, academic advancement and graduation of students.	Implement and track the Early Commitment Initiative Program	Contact all incoming Freshman for Fall 2011 and Spring 2012.	July 2011	CSC Director and Computer Services
		Provide training to AmeriCorps members regarding campus services/procedures and assign names of incoming students.	July/January 2011, August/September 2012	CSC Director
		Review status of calls in paper format and in Live Text and Report final number of contacts/bad phone numbers/etc.	October, November, December, February, March, April and May 2012	CSC Director
	Revise and implement the Faculty Referral Program	Provide a mechanism for faculty to refer a student having attendance and/or academic problems	July 2011	CSC Director
		Provide faculty instructions regarding program	August 2011	CSC Director
		Supervise AmeriCorps members making calls and Track final numbers of phone calls made.	December 2011 and May 2012	CSC Director

Administrative Area: Student Affairs (Collegiate Support & Counseling- Academic Assistance Counselor)

Strategy	Objective	Milestones	Timeline	Responsibility
.Enhance student services that contribute to the enrollment, retention, academic advancement and graduation of students.	Provide individualized academic assistance to students on Financial Aid Appeal	Request list of students on Financial Aid Appeal.	August 2011 January 2012	Academic Assistance Counselor/Director or Student Financial Assistance
		Contact students on the list with requirements of program.	August 2011 January 2012	Academic Assistance Counselor
		Begin meeting with students and document sessions.	September- November & February –April	Academic Assistance Counselor
		Submit number of students participating in the program and final documentation of meetings to Student Financial Assistance.	December 2011 May 2012	Academic Assistance Counselor
	Increase number study skills, time management and test taking workshops available to students.	Contact Director of Residence Life to offer sessions with incoming Freshman and Residence Halls for floor programs.	August 2011 January 2012	Academic Assistance Counselor
		Contact Freshman Experience instructors to request class time to offer sessions.	August 2011 January 2012	Academic Assistance Counselor
		Arrange workshops throughout the semester for any student to attend.	Ongoing	Academic Assistance Counselor

Strategy	Objective	Milestones	Timeline	Responsibility
		Count student contacts and program evaluations.	December 2011 May 2012	Academic Assistance Counselor

Administrative Area: Student Affairs (New Student Programs)

Strategy	Objective	Milestones	Timeline	Responsibility
Enhance services that contribute to the enrollment, retention, academic advancement and graduation of students.	Initiate progress of students in Undecided Freshman Experience classes	Administer an inventory to assist in deciding a major	October 2011	Director, New Student Programs
	Develop a recruiting effort to attract students for Thurgood Marshall College Fund	Select Student Ambassador	October 2011	Director, New Student Programs
	Develop a recruiting effort to attract students for McNair Scholars Program	Select student leaders to form a committee	October 2011	Director, New Student Programs

Administrative Area: Student Affairs (University Union & Student Activities)

Strategy	Objective	Milestones	Timeline	Responsibility
Continue to promote a multicultural environment and preserve, in practice, the concept of “A Living Laboratory of Human Relations”	Increase University Union room utilization by Student Organizations.	Determine room utilization percentage from previous year.	August 15, 2011	Director, University Union
		Re-connect with Student Organizations during SGA Budget Workshop to promote facility usage.	October 1, 2011	Program Coordinator, University Union SGA
		Track facility usage during Fall semester.	December 20, 2011	Director, University Union
		Meet with Greek Organizations to determine which weeks of the Spring semester each organization will host activities and schedule those events in the Union if possible.	March 15, 2011	Program Coordinator, University Union
		Determine year-end percentage of student organization use and compare it to previous year number.	May 30, 2011	Director, University Union

Strategy	Objective	Milestones	Timeline	Responsibility
Contribute to the enrollment, retention, academic advancement and graduation of students by enhancing curricular, co-curricular and extra-curricular activities	Increase the number of Student Organizations receiving program funding from SGA.	Meet with the Office of Fiscal Affairs to streamline the process for organizations to receive funds	August 30, 2011	Director, University Union Office of Fiscal Affairs
		Present opportunities for funding to Student Organizations during SGA Budget Workshop	October 1, 2011	Director, University Union SGA
		Assist Student Organizations in getting properly registered to receive funds	November 30, 2011	Director, University Union SGA
		Follow-up with improperly registered and/or unregistered organizations	March 1, 2012	Director, University Union SGA
		Compare the number of organizations receiving funds in FY2012 to that in FY2011.	May 15, 2012	Director, University Union

Administrative Area: Student Affairs (Athletics)

Strategy	Objective	Milestones	Timeline	Responsibility
Enhance student services that contribute to the enrollment, retention, academic advancement and graduation of students.	Implement tutoring program for athletes that have below a C in any course at any point during the semester to increase GPA, improve retention and minimize need for summer courses to be taken for eligibility purposes	Establish tutors (Input from Academic Affairs)	Aug 2011	Collegiate Support and Counseling , Director of Athletics
		Implement Program	Aug 2011	Director of Athletics
		Establish participants	Aug 2011	Senior Women's Administrator
		monitor progress through correspondence with tutors and professors, weekly follow-ups with student	Starting Aug 2011	Senior Women's Administrator

Administrative Area: Student Affairs (Dining Services)

Strategy	Objective	Milestones	Timeline	Responsibility
Contribute to the enrollment, retention, academic advancement and graduation of students by enhancing curricular, co-curricular and extra-curricular activities.	Improvise and develop 'late night' dining improvements to increase program participation and increase retail sales by 5%	Survey students for input working through both Food Committee reps. and participating in individual hall meetings.	January 2012	Food Service Manager
		Scale competitive pricing with outside vendors to keep students and monies on campus	August 2011	Food Service Manager
		Incorporate TV and music venues into program to attract participation.	Beginning August 2011 On-going	Food Service Manager and Vendor Management
		Increase menu options and introduce new concepts.	Beginning August 2011 On-going	Food Services Manager and Vendor Management
	Develop personnel and resources to ensure student preparedness in areas of admission, registration and financial capability prior to entering our hall/dining programs.	Identify personnel and staffing to provide pre-screening of resident students prior to check-in each semester.	Fall 2011 to be Initial endeavor August 2011. On- going	Food Services Manager; Residence Life staff; Financial Aid, Cashier and Business Office Representative(s)
		Assessment of student accounts and retention.	Beginning August 2011 On- going	Food Services Manager

Administrative Area: Student Affairs (Leadership & Judicial Affairs)

Strategy	Objective	Milestones	Timeline	Responsibility
Contribute to the enrollment, retention, academic advancement and graduation of students by enhancing curricular, co-curricular and extra-curricular activities	Increase membership by 10%. Recruit 2 new Leadership members which will increase our membership to 20	Leadership previously had 21 members – 3 graduated on May 17 th Currently we have 18 members	This will be accomplished by the October 2011	As Advisor of the Leadership Institute it will be my responsibility
	Promote and highlight The Leadership Institute. Acquire the showcase on the 1 st of Wallace Hall and the bulletin board on the 1 st floor of Ferrell Hall	Will request that several pictures can be enlarge and matted and frame	September of 2011	I will be working with the Vice President Mr. Casto and the Asst Vice President Mr. Oden of Student Affairs
	Create a computer Lab for Leadership Institute students to have access to computers for any class work or leadership preparation	8 computers and working stations	Should be completed by September 2011	I will be working with the Vice President Mr. Casto and the Asst Vice President Mr. Oden of Student Affairs
	Work to increase Leadership participants knowledge of various aspects of Leadership, increase retention and academic achievement.		August – December 2011	It will be my responsibility as their advisor

Administrative Area: Student Affairs (Program Specialist)

Strategy	Objective	Milestones	Timeline	Responsibility
Continue to promote a multicultural environment and preserve, in practice, the concept of “A Living Laboratory of Human Relations”	Through campus tours increase the WVSU brand & Educational possibilities	Develop contact list of organizations in the WVSU region	July 2011	Program Specialist
		Gather activity calendars from around the WVSU community (Cultural, Activities, Academic) Develop one comprehensive calendar to be used by Campus tours	August 2011	Program Specialist
		Start making contact with identified organizations Call Log/ planned tours and visits to campus	October/January 2011	Program Specialist
		Special invitations to key events on campus Call Log/ list of contacts and planned visits	April 2011	Program Specialist
		Follow up appreciation contact	June 2011	Program Specialist
Contribute to the enrollment, retention, academic advancement and graduation of students by enhancing curricular, co-curricular and extra-curricular activities	Strengthen and develop awareness of Student led intramural activities	Contact student organizations about intramural activities planned for the year Developed list of student events	September 2011	Program Specialist

Strategy	Objective	Milestones	Timeline	Responsibility
		Develop Intramural Calendar	October 2011	Program Specialist
		Contact organizations to lend support in promotion/Planned event	October/April 2011	Program Specialist
		Re-cap planned and implemented events Yearend report	June 2011	Program Specialist

Administrative Area: Student Affairs (Student Financial Assistance)

Strategy	Objective	Milestones	Timeline	Responsibility
Enhance services that contribute to the enrollment, retention, academic advancement and graduation of students.	Develop a Loan Default Prevention Task Force	Form a committee by identifying members and elect a chair	October 2011	Student Financial Assistance Associate Director
	Implement a Financial Literacy Program	Develop a financial literacy program that can be web based and accessed by students for use in and outside the classroom.	August 2011	Student Financial Assistance Director
		Implement the financial literacy program	Jan 2012	Student Financial Assistance, Computer Services

Administrative Area: Student Affairs (Residence Life & Services)

Strategy	Objective	Milestones	Timeline	Responsibility
Contribute to the enrollment, retention, academic advancement and graduation of students by enhancing curricular, co-curricular and extra-curricular activities	Develop healthy and engaged floor and hall communities.	Obtain information on all Residents.	August 2011 Fall semester, On-going	Director of Residence Life & Services
	Improve communication between all Hall members.	Holding regular weekly/monthly Hall and floor meetings.	August-December 2011 On-going	Director of Residence Life & Services
	Establishing and implementing regular educational and social projects and activities.	Research ideas and activities or use what has already been established and just follow-through on an activity	August-December 2011, On-going	
	Re-establish the Residence Hall Council along with the Dawson, Gore and Sullivan Hall Councils with a good sampling of students from each building and floor.	Getting suggestions on which students would be assets to the Council from each Hall (not necessarily a member of the individual Hall Councils but a regular attendee of the meetings).	August-December 2011, On-going	Director of Residence Life & Services
	Students and Staff will work together on projects that will help them all master the Art of RAK (Random Acts of Kindness).	Students and Staff will work on projects that will benefit others.	Beginning August 2011 semester	Director of Residence Life & Services

	Students and staff will work together to give more feedback to and from the Food Committee.	Identify students who will be able to work effectively with Food Service gathering and disseminating suggestions and information.	August-December 2011 On-going	Director of Residence Life & Services
Continue to promote a multicultural environment and preserve, in practice, the concept of “ A living Laboratory of Human Relations”	Handle inappropriate behavior from an educational perspective and in accordance with Student Code of Conduct Work directly with Public Safety and Judicial Affairs in getting students to understand what is and is not acceptable in accordance with the Student Code of Conduct.	Consult with Director of Judicial Affairs	Reiterate once a month in floor meetings, seminars, etc August-December 2011, On-going	Director of Residence Life & Services
	Apply sanctions in accordance with the Residence Hall Manual.	Impress upon students the need to abide by the Code of Conduct.	August-December 2011 On-going	Director of Residence Life & Services
	Based on their current field of study, the students will also be responsible for researching and reaching out to someone who is currently working in their projected field of study so the student will reconnect with their purpose for being at West Virginia State University.	Establish a mentor/ shadowing schedule with respective field of study contact for said students.	August-December 2011. Fall 2011 semester and On-going	Director of Residence Life & Services

	Students displaying inappropriate behavior will also be responsible for completing a stated number of community service hours.	Those given community service in lieu of a fine or Contract revocation will work with organizations once per month, on projects such as Adopt-A-Highway community cleanup.	August-December 2011 Fall 2011 semester On-going As needed	Director of Residence Life & Services
	Depending on the severity of the behavior, the students will work together and prepare a presentation regarding the current and potential impact and effects of their behavior on themselves, their family and their community and present it to the youth at the James H. Tiger Morton Juvenile Detention Center (located in Dunbar, WV) and/or Tyler Middle School (located in Charleston, WV).	University student will be given a mentee for the current semester from the choice of school presented to.	August-December 2011 Fall 2011 On a per-offense basis	Director of Residence Life & Services

Administrative Area: Academic Affairs

Strategy	Objective	Milestones	Timeline	Responsibility
Enhance services that contribute to the enrollment, retention, academic advancement and graduation of students.	Each college will maintain a committee to coordinate recruitment and retention efforts to assist the Office of Recruitment.		Dec 2011	VP Academic Affairs, Director of Recruitment
		Develop recruitment committee and conduct monthly meetings	Jan 2012	Chair of Recruitment Committee and Director of Recruitment
		Implement Enrollment Management Plan.	Dec 2011	Chair of Recruitment Committee and Director of Recruitment
	Faculty and students will accompany university recruiters on high school visits.	Select faculty and student representatives	Jan 2012	Chair of Recruitment Committee and Director of Recruitment
		Develop recruitment visit schedule	Jan 2011	Chair of Recruitment Committee and Director of Recruitment
		Implement schedule	Jan 2012	Chair of Recruitment Committee and Director of Recruitment

	Faculty and students will identify new students in their respective academic departments will conduct retention sessions each semester to answer questions and address adjustment problems.	Develop retention. committee and conduct monthly meetings	Jan 2012-June 2013	Chair of Retention Committee
		Implement committee recommendations	Jan 2012-June 2013	Chair of Retention Committee
	Faculty and students will communicate with prospective students after admission to the university by email.		Jan 2012-June 2013	Chair of Retention Committee
	Faculty and students will communicate with alumni chapters, to identify students with their college and academic degree interest. Personal contact will be made with interested students who have shown an interest in WVSU.	Develop alumni communication plan.	Jan 2012	VPs of Academic Affairs, Institutional Advancement, and Student Affairs
		Implement alumni communication plan.	Sept 2012	VPs of Academic Affairs, Institutional Advancement, and Student Affairs

Administrative Area: Student Affairs

Strategy	Objective	Milestones	Timeline	Responsibility
Develop new student housing on the WVSU campus	Develop a Request for Information (RFI) to seek interest from prospective developers in building new student housing	RFI compiled and submitted to developers	September 2010 (complete)	Director of Purchasing
		Responses to RFI received by Finance documenting developer interest	October 2010 (complete)	Director of Purchasing
		Decision made to proceed with a Request for Proposal for (RFP)	January 2011 (complete)	Director of Purchasing, VP of Student Affairs, VP of Finance, President
	Seek Proposals for an independent housing demand study . (New HEPC requirement for project)	RFP compiled for and submitted to vendors for housing demand study	August 2011	Director of Purchasing
		Responses received , contract let for demand study	September 2011	Director of Purchasing
		Demand study performed and results reported to university	November 2011	Selected vendor and Director of Purchasing
		Decision made to proceed with a Request for Proposal for (RFP) for project	December 2011	Director of Purchasing, VP of Student Affairs, VP of Finance, President
	**contingent on affirmative results of demand study	RFP compiled and submitted to developers	January 2012	Director of Purchasing

		Responses to RFP received and evaluated	March 2012	Director of Purchasing
		Decision made to proceed with project and hire a developer	April 2012	Director of Purchasing, VP of Student Affairs, VP of Finance, President
	New housing project begins (200 to 500 beds) by developer	Site selected, land lease performed and project proceeds	May 2012	Developer, Director of Purchasing, VP for Administrative Services, VP Student Affairs, VP Finance, President
		Construction of housing project	June 2012 - July 2013	Developer, Director of Purchasing, VP for Administrative Services, VP Student Affairs, VP Finance, President
	Building(s) completed and ready for occupancy	New housing opens	August 2013	Developer, Director of Purchasing, VP for Administrative Services, VP Student Affairs, VP Finance, President
	Determination made if additional phases of construction are needed	Evaluation of occupancy census and student interest	August 2013	Developer, Director of Purchasing, VP for Administrative Services, VP Student Affairs, VP Finance, President

Strategic Goal 5: Develop a university-wide research agenda that furthers WVSU’s reputation for scholarship and academic excellence.

Administrative Area: Research and Public Service (GRDI)

Strategy	Objective	Milestones	Timeline	Responsibility
Elevate the visibility of the research mission of the University	Establish a research council to discuss improving research	Committee established with monthly meetings activated	Fall 2011	Special Assistant to the President for Research and Public Service(hereinafter SAPRPS)
		Disseminate reports of meetings to VPAA and the President on recommendations of improving Research	August 2011-May 2012	SAPRPS
	Develop a research section on the University’s Website	Convene a committee / Gather and discuss examples of Universities’ research Websites	Summer 2011	SAPRPS, Associate Dean for Douglass Institute, Director of Communications
		Meet with a committee to discuss options and format for research site	Summer 2011	SAPRPS
		The template/draft for website developed	Summer 2011	Director of Communications and his team
		Approval of research website and format by the President	Fall 2011	SAPRPS
		Launch website	Fall 2011	SAPRPS and Director of Communications
Increase federal, state and private dollars to support research activities and programs.	Develop a base budget to support research activities university wide to support travel and conferences, mini-grants, research databases, publications and other research activities etc.	Present and discuss budget Goal with the President	Summer 2011	SAPRPS

Strategy	Objective	Milestones	Timeline	Responsibility
		Approval of base budget goal	Summer 2011	President and SAPRPS
		Meetings with Title III Administrators at the University and the Research and Development Corp. to seek funding to support research	July 2011	
		Meeting with West Virginia Higher Education Policy Commission Vice Chancellor for Research to discuss base research funding	Summer 2011 and then periodically	SAPRPS
		Set and activate base budget research	October 2011	SAPRPS
	Develop a research fundraising initiative for \$250,000 to support research	Meet with the President for to get approval to pursue this endeavor	August 2011	SAPRPS
		Meet with the Vice President for Institutional Advancement to garner support for the fundraising endeavor	August 2011	SAPRPS
		Meet with President of the Foundation to garner support for the research fundraising endeavor	August 2011	SAPRPS
		Initiate \$250,000 fundraising campaign to support research	Spring 2012	SAPRPS
		Meeting to discuss publication format and layout	Summer 2011	SAPRPS, Director of Communications and Associate Director of Research
		Title of research publication established and approved by President	Summer 2011	SAPRPS, Director of Communications and Associate Director of Research

Strategy	Objective	Milestones	Timeline	Responsibility
		Publish first University wide research publication issue	Fall 2011 and then semiannually	SAPRPS, Director of Communications and Associate Director of Research
	Develop university wide public service journal	Meeting to discuss format and layout	Summer 2011	SAPRPS, Director of Communications and Associate Director of Research
		Title of public service publication established and approved by President	Summer 2011	SAPRPS, Director of Communications and Associate Director of Research
		Publish first University wide public service publication issue	Fall 2011 and semiannually	SAPRPS, Director of Communications and Associate Director of Research
Develop a plan to increase space for facilitating and conducting research activities and support research programs.	Develop a needs assessment for research space	Meeting with Vice President of Academic Affairs, research faculty and research administrators, faculty, et. al.	Summer 2011	SAPRPS
		Meeting with Architects to discuss needs assessment in order to get a rough estimate of the cost a research facility	Sept 2011	SAPRPS, research administrators, Dean of the College of Natural Sciences and Mathematics
		Present and discuss cost of facility to the President	Fall 2011	SAPRPS
		Meeting with architects to design research facility	Fall 2011	SAPRPS
		Research facility rendering presented to President	Spring 2012	SAPRPS

Strategy	Objective	Milestones	Timeline	Responsibility
	Establish Fundraising campaign for a research facility	Determined what funding is available for WVSU for research facilities under the United States Department of Agriculture 1890 Facilities Program	Summer 2011	SAPRPS
		Earmark 1890 Facilities Funds available to West Virginia State University for a research facility	ASAP	SAPRPS
		Meet with Title III Administrators to seek funding to support a research facility	ASAP	SAPRPS
		Meet with West Virginia Higher Education Policy Commission Vice Chancellor for Research to discuss availability of funding for a research facility	ASAP	SAPRPS
		Meeting with the Vice President for Institutional Advancement to garner support for this fundraising campaign endeavor	Fall 2011	SAPRPS
		Meeting with President, Vice President of Academic Affairs to discuss funding opportunities (as presented from meetings)	Fall 2011	SAPRPS
		Meet with Sponsored Programs and Grants and Contracts to identify sources of funding for a research facility	Monthly	SAPRPS

Strategy	Objective	Milestones	Timeline	Responsibility
Promote, manage and facilitate the development and implementation of essential extension and outreach programs, linked to research, that address critical societal issues of West Virginia.	Establish a University wide public service committee to discuss way to stimulate and document public service activities	Committee established with monthly meetings activated	Spring 2012	Special Assistant to the President for Research and Public Service(hereinafter SAPRPS)
		Disseminate reports to President and VPAA related to recommendations on elevating public service	September 2011- May 2012	SAPRPS
	Develop a public service section on the main site of the University Website	Gathered examples of University Websites	Summer 2011	SAPRPS, Associate Dean for Douglass Institute, Director of Communications
		Convene a committee and meet with committee to discuss options and format for site	Summer 2011	SAPRS
		The template/draft of website developed	Summer 2011	Director of Communications and his team
		Approval of public service website and format by the President	Fall, 2011	SAPRPS
		Launch public service website	Fall 2011	SAPRPS and Director of Communications
	Increase outreach programs in Science Technology, Engineering and Mathematics (STEM)	Meeting with Academic Deans, Associate Director of Extension to discuss existing and the need for additional programs	Fall 2011	SAPRPS
		The addition of summer and year round STEM programs in schools, on campus and other sites	September 2011- August 2012 and then Annually	SAPRPS

Strategy	Objective	Milestones	Timeline	Responsibility
	Expand Extension programming in West Virginia	The addition of Extension Agents in 4 additional counties	August 2011-July 2012	SAPRPS and Associate Director of Extension
		Increased extension programming in southern West Virginia	August 2011-July 2012	SAPRPS and Associate Director of Extension

Administrative Area: Academic Affairs – (College of Natural Science and Mathematics)

Strategy	Objective	Milestones	Timeline	Responsibility
Develop and promote basic research and creative activities in the University Colleges with the primary purpose of crafting new knowledge	Expand Summer Undergraduate Research Experience	Increase enrollment by 15%	June 2012	Dean NSM, SURE Steering Committee, AA

Administrative Area: Academic Affairs (College of Business and Social Sciences)

Strategy	Objective	Milestones	Timeline	Responsibility
Develop and promote basic research and creative activities in the University Colleges with the primary purpose of crafting new knowledge	Have a fully operational, state-of-the-art qualitative research lab	Locate and ensure the availability and usability of the lab for the purpose	October 2011	Chair of Sociology Department
		Set up the equipment and Software	December 2011	Chair of Sociology Department
		Hire student workers to man the lab and utilize	January 2012	Chair of Sociology Department

Strategic Goal 6: Develop Academic Centers of Excellence that are widely recognized and held in high esteem by external stakeholders and the public at large.

Administrative Area: Administrative Services (Information & Technology)

Strategy	Objective	Milestone	Timeline	Responsibility
Become a Center of Excellence in technology services, telecommunications, internet and data information security.	Upgrade the internet access to assist student, faculty and staff research projects and acquire High Performance Computing and Visualization equipment (EPSCORE Grant). 2,448,000 thru June 2015 – Land-Grant and HEPC)	Required Training	Continue July, 2011	Director of Computer Services
		Issue purchase orders For High Performance Computing (HPC)and Visualization Equipment	August 2011	Director of Computer Services
		Install HPC and Visualization Equipment -	December 2011	Director of Computer Services
	Add Customer Service Facet to Computer Services and Information Technology Services	Do an initial assessment	July, August 2011	Director of Computer Services
		Implement some of the ideas as approved and as allowable and as affordable.	FY 2011-2013	Director of Computer Services
	Transition phone service to Voice over Internet as affordable. This will not be completed in two years, yet measurable progress will be made. (\$350,000 multi-year project	Assess percentage of phone that have been converted to voice over internet	September 2011	Director of Computer Services

Strategy	Objective	Milestone	Timeline	Responsibility
		Present the Voice Over Internet changeover phase-into different funding source possibilities	FYs 2011,2012, 2013	Director of Computer Services
		Implement phone changes as departments can purchase new receivers, etc. Progress will be noted in two-year period, yet it will not be completed unless a large funding source is identified.	FY 2011-2013	Director of Computer Services

Administrative Area: Academic Affairs (Institutional Effectiveness and Research)

Strategy	Objective	Milestones	Timeline	Responsibility
Become a Center of Excellence In the assessment of student learning	Develop and implement a University-wide, state-of-the-art assessment system to measure student learning outcomes	Develop campus culture of assessment	Aug 2011- June 2013	Director of Institutional Effectiveness
		Use multifaceted assessment programs	Aug 2011- June 2013	Director of Institutional Effectiveness
		Encourage educators to participate fully in assessing learning outcomes	Aug 2011- June 2013	Director of Institutional Effectiveness
		Assess value-added learning outcomes using nationally recognized measures	Aug 2011- June 2013	Director of Institutional Effectiveness
		Assess capstone courses	Aug, 2012	Director of Institutional Effectiveness
		Align curricula with national and international goals and standards	Aug, 2012	Director of Institutional Effectiveness
		Use results for continuous improvement and	Aug, 2012- 2013	Director of Institutional

		accountability		Effectiveness
		Meet the North Central Higher Learning Commission's standards	Aug 2011- June 2013	Director of Institutional Effectiveness
		Fully implement an electronic Assessment Management Platform (AMP) in every program as a means to collect and analyze student and program assessment data in order to meet current and future Accreditation, which aligns with HEPC goals nine and ten.	Aug 2013	Director of Institutional Effectiveness

Administrative Area: Academic Affairs (Center for Instructional Technology)

Strategy	Objective	Milestones	Timeline	Responsibility
Become a Center of Excellence in Emerging Technologies	Select new WVSU learning management system (LMS)	Develop LMS selection criteria for off-site hosting	July 1, 2011	CIT in consultation with AA VP, AA AVP and Deans
		Approve LMS selection criteria for off-site hosting	July 15, 2011	AA Vice President
		Approve budget for new LMS	July 31, 2011	AA Vice President, WVSU President
		Develop short list of LMS candidates best matching selection criteria	Aug. 15, 2011	CIT
		Select new LMS	Sept. 15, 2011	CIT in consultation with AA VP, AA AVP and Deans

Strategy	Objective	Milestones	Timeline	Responsibility
	Complete setup activities necessary to begin running live courses on new LMS	Work with vendor on secure student information sharing, LMS configuration, LMS branding, LMS security and LMS administration	Nov. 1, 2011	Hosting vendor, CIT
		Successfully install and test LMS production instance	Nov. 15, 2011	Hosting vendor, CIT
		Complete initial LMS user training for 12-15 WVSU advanced online faculty	Nov. 30, 2011	Hosting vendor, CIT
	Conduct first live courses on hosted LMS	Migrate to new LMS course content to be used by advanced online faculty	January 2012 Start of Spring Semester 2012	CIT
		Complete first courses taught on new LMS	May 2012 End of Spring Semester 2012	Advanced Online Faculty
	Move all Summer Session Courses on new LMS	Train all Summer Session Instructors on new LMS	May 2012 Beginning of Summer Session 2012	CIT with aid of Advanced Online Faculty
		Migrate to new LMS course content to be used by Summer Session instructors	May 2012 Beginning of Summer Session 2012	CIT

Strategy	Objective	Milestones	Timeline	Responsibility
		Conduct all Summer Session online courses with new LMS	July 2012 Summer Session	Instructors using course sites during Summer Session
	Complete transition to new LMS	Complete migration of content from old LMS to new LMS	August 2012 Beginning of Fall Semester 2012	CIT
		Complete initial training of all WVSU online faculty on new LMS	August 2012 Beginning of Fall Semester 2012	CIT with aid of Advanced Online Faculty
		Discontinue use of old CMS	August 2012 Beginning of Fall Semester 2012	CIT
	Institute Online Course Reviews based on Quality Matters approach	Establish a formal Online Course Quality Review procedure	January 2013 Spring Semester 2013	Developed by CIT with aid of Advanced Online Faculty. Approved by AA VP & WVSU President
		Train Advanced Online Faculty on Course Quality Review process	February 2013 Spring Semester 2013	CIT
		Train balance of online faculty on Course Quality Review process	May 2013 Spring Semester 2013	CIT with aid of Advanced Online Faculty

Administrative Area: Academic Affairs

Strategy	Objective	Milestones	Timeline	Responsibility
Become a Center of Excellence for Teaching and Learning	Maintain and Strengthen existing academic Programs	Revise the curriculum in Management, Finance and Accounting areas	October 2011	Business Administration Chair/CBSS Dean
		Have proposals by faculty in each area	October 2011	Business Administration Chair/CBSS Dean
		Complete the form to be presented to the University Educational Policies Committee	October 2011	Business Administration Chair/CBSS Dean
		Make the necessary adjustments	December 2011	Business Administration Chair/CBSS Dean
		Publish in the College Bulletin and University Catalog and start offering the revised curriculum	September 2012	Business Administration Chair/CBSS Dean
	Launch three new interdisciplinary concentrations (Financial Economics, International Economics and Political Economy) for the Degree of BA in Economics	Publish the new offerings in the College bulletin and the University Catalog and publicize the new areas of concentration	September 2011	Economics Chair/CBSS Dean
		Put the new courses in the University Schedule and start offering the new concentrations	January 2012	Economics Chair/CBSS Dean
	Update the regular undergraduate curriculum with new courses in American Political Theory, International Political Economy and Urban Political Economy.	Make the necessary corrections required by University Educational Policies Committee and Publish the new offerings in the College bulletin and the University Catalog and	September 2011	Political Science Chair/CBSS Dean

Strategy	Objective	Milestones	Timeline	Responsibility
		publicize the new programs		
		Put the new courses in the University Schedule and start offering the new concentrations	January 2012	Political Science Chair/CBSS Dean
	Add new concentration for undergraduates in public administration.	Prepare proposal to be presented to EPC	December 2012	Political Science Chair/CBSS Dean
	Promoting, recruiting and assessing the BA in International Studies.	Develop promotional materials and put into action	October 2011	International Studies Director
		Assess the Effectiveness of the program and accumulate assessment data and information	December 2011 – December 2012	International Studies director
		Revise the curriculum based on the data and information collected.	May 2013	International Studies Director
	Two programs to be created in the Department of History (1) One in Public History and (2) Another in African American Studies	Develop programs and submit to EPC	April 2012	History Chair
		Make necessary adjustments based on EPC recommendations and publicize the programs in the College Bulletin, University Catalog	May-August 2012	History Chair

Strategy	Objective	Milestones	Timeline	Responsibility
		and other media		
		Recruit necessary additional faculty	August – December 2012	History Chair/Dean/Academic Affairs/Finance
		Start Offering the programs	January 2013	History Chair/Academic Affairs/Finance VP.