

**WEST VIRGINIA STATE UNIVERSITY BOARD OF GOVERNORS
MEETING OF APRIL 28, 2011**

ITEM: West Virginia State University Strategic Plan Initiative 2011-2013

AREA: University-wide

PRESENTER: Dr. Hazo W. Carter, Jr., President
West Virginia State University

RECOMMENDED ACTION: That the Board of Governors review the West Virginia State University Strategic Plan Initiative 2011-2013.

BACKGROUND:

The following information represents overarching goals to be used for the WVSU 2011-2013 Strategic Plan. We are requesting that the Board of Governors review this information. These goals were discussed during the March 11, 2011 Strategic Planning workshop.

Once we receive comments from the Board of Governors, objectives will be created and the public will have an opportunity to comment on the plan. The WVSU 2011-2013 Strategic Plan will be presented to the Board of Governors for approval during its Annual Meeting on June 16, 2011.

West Virginia State University
Strategic Plan Initiative 2011-2013

A priority of the West Virginia State University Mission Statement is to meet higher education and economic development needs of the state and region through innovative teaching, applied research, and service. We envision 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.

In keeping with this mission and vision, West Virginia State University has embarked upon a bold initiative to transform itself into a premier land-grant institution recognized nationally for scholarship, research, and academic excellence. Successful completion of this journey will require WVSU's Board of Governors, executive leadership and all university stakeholders to address important opportunities.

Strategic Goals & Priorities

During our March 11, 2011 strategic planning workshop, university leadership and subject matter experts began charting a course for WVSU's future. In this meeting, the group defined several goals and strategic priorities aligned with those articulated by executive leadership, which include the following:

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

- Strategy A. Focus on programs that will ensure student success (Academic Affairs and Office of the President).
- Strategy B. Become academic centers of excellence in the areas of Teaching and Learning, Graduate and Undergraduate Programs, Academic Support Services, Emerging Technologies and course delivery systems, and student learning outcome assessment (Academic Affairs).
- Strategy C. Facilitate the personal, intellectual, and emotional growth of students (Academic Affairs, Administrative Services, Gus R. Douglass Land-Grant Institute, Institutional Advancement, Student Affairs, Office of Finance, and the Office of the President).
- Strategy D. Continue to promote a multicultural environment and preserve, in practice, the concept of "A Living Laboratory of Human Relations" (Academic Affairs, Administrative Services, Gus R. Douglass Land-Grant Institute, Institutional Advancement, Student Affairs, Office of Finance, and the Office of the President).
- Strategy E. Conduct a 12.5 million dollar fund raising campaign (Office of the President with the assistance of Institutional Advancement).
- Strategy F. Increase services that enable the campus to operate in an effective, efficient, and safe manner for the accomplishment of teaching, research, community outreach, and enrollment growth (Administrative Services).
- Strategy G. 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).
- Strategy H. 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 (Administrative Services).
- Strategy I. Provide quality technology services, telecommunications, internet, and data-information security to support and promote an unhindered academic, administrative, and research environment (Administrative Services).
- Strategy J. Provide the personnel services and resources needed to support the hiring, training, management, evaluation, and retention of qualified employees (Administrative Services).
- Strategy K. Contribute to the enrollment, retention, academic advancement, and graduation of students by enhancing curricular, co-curricular, and extra-curricular activities (Academic Affairs and Student Affairs).
- Strategy L. Provide experiences that will foster the development of leadership and citizenship skills of students in the global community (Academic Affairs, Administrative Services, Gus R. Douglass Land-Grant Institute, Institutional Advancement, Student Affairs, Office of Finance, and the Office of the President).
- Strategy M. Be visionary and proactive in advocacy for continuous evolution and improvement related to all aspects of the university (Academic Affairs, Administrative Services, Gus R. Douglass Land-Grant Institute, Institutional Advancement, Student Affairs, Office of Finance, and the Office of the President).
- Strategy N. Develop and implement University budget efficiency gains (Academic Affairs, Administrative Services, Gus R. Douglass Land-Grant Institute, Institutional Advancement, Student Affairs, Office of Finance, and the Office of the President).

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

- Strategy A. Conduct a robust philanthropic fund raising operation (Office of the President with the assistance of Institutional Advancement).
- Strategy B. Create and convey a compelling brand (Academic Affairs, Administrative Services, Gus R. Douglass Land-Grant Institute, Institutional Advancement, Student Affairs, Office of Finance, and the Office of the President).
- Strategy C. Increase services that enable the campus to operate in an effective, efficient, and safe manner for the accomplishment of teaching, research, community outreach, and enrollment growth (Administrative Services).
- Strategy D. 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).

Strategy E. Develop and implement University budget efficiency gains (Academic Affairs, Administrative Services, Gus R. Douglass Land-Grant Institute, Institutional Advancement, Student Affairs, Office of Finance, and the Office of the President).

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

Strategy A. Conduct a robust philanthropic fund raising operation (Office of the President with the assistance of Institutional Advancement).

Strategy B. Develop an investment budget necessary to fund consolidated recommendations (Academic Affairs, Administrative Services, Gus R. Douglass Land-Grant Institute, Institutional Advancement, Student Affairs, Office of Finance, and the Office of the President).

Strategy C. Conduct a 12.5 million dollar fund raising campaign (Office of the President with the assistance of Institutional Advancement).

Strategy D. Create and convey a compelling brand (Academic Affairs, Administrative Services, Gus R. Douglass Land-Grant Institute, Institutional Advancement, Student Affairs, Office of Finance, and the Office of the President).

Strategy E. Conduct an effective sustainable advocacy operation on local, state, and federal levels (Office of the President and Institutional Advancement).

Strategy F. Increase services that enable the campus to operate in an effective, efficient, and safe manner for the accomplishment of teaching, research, community outreach, and enrollment growth (Administrative Services).

Strategy G. Be visionary and proactive in advocacy for continuous evolution and improvement related to all aspects of the university (Academic Affairs, Administrative Services, Gus R. Douglass Land-Grant Institute, Institutional Advancement, Student Affairs, Office of Finance, and the Office of the President).

Strategy H. Develop and implement University budget efficiency (Academic Affairs, Administrative Services, Gus R. Douglass Land-Grant Institute, Institutional Advancement, Student Affairs, Office of Finance, and the Office of the President).

Goal 4. Grow enrollment through planning and execution of a focused enrollment management campaign.

Strategy A. Develop and implement a 2011-2015 Enrollment Plan (Academic Affairs, Administrative Services, Gus R. Douglass Land-Grant Institute, Institutional Advancement, Student Affairs, Office of Finance, and the Office of the President).

Strategy B. Contribute to the enrollment, retention, academic advancement, and graduation of students by enhancing curricular, co-curricular, and extra-curricular activities (Academic Affairs and Student Affairs).

Strategy C. Create and convey a compelling brand identity (Academic Affairs, Administrative Services, Gus R. Douglass Land-Grant Institute, Institutional Advancement, Student Affairs, Office of Finance, and the Office of the President).

- Strategy D. Increase services that enable the campus to operate in an effective, efficient, and safe manner for the accomplishment of teaching, research, community outreach, and enrollment growth (Administrative Services).
- Strategy E. 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 (Administrative Services).
- Strategy F. Provide quality technology services, telecommunications, internet, and data-information security to support and promote an unhindered academic, administrative, and research environment (Administrative Services).
- Strategy G. Provide the personnel services and resources needed to support the hiring, training, management, evaluation, and retention of qualified employees (Administrative Services).
- Strategy H. Continue to promote a multicultural environment and preserve, in practice, the concept of "A Living Laboratory of Human Relations" (Academic Affairs, Administrative Services, Gus R. Douglass Land-Grant Institute, Institutional Advancement, Student Affairs, Office of Finance, and the Office of the President).
- Strategy I. Be visionary and proactive in advocacy for continuous evolution and improvement related to all aspects of the university (Academic Affairs, Administrative Services, Gus R. Douglass Land-Grant Institute, Institutional Advancement, Student Affairs, Office of Finance, and the Office of the President).
- Strategy J. Develop and implement University budget efficiency gains (Academic Affairs, Administrative Services, Gus R. Douglass Land-Grant Institute, Institutional Advancement, Student Affairs, Office of Finance, and the Office of the President).

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

- Strategy A. Develop and promote university-wide research and public service activities and initiatives with the main goal of enhancing the quality of life for Citizens and communities of West Virginia (Office of the President and Academic Affairs).
- Strategy B. Conduct a 12.5 million dollar fund raising campaign (Office of the President with the assistance of Institutional Advancement).
- Strategy C. Conduct a robust philanthropic fund raising operation (Office of the President and Institutional Advancement).
- Strategy D. Create and convey a compelling brand identity (Academic Affairs, Administrative Services, Gus R. Douglass Land-Grant Institute, Institutional Advancement, Student Affairs, Office of Finance, and the Office of the President).
- Strategy E. Conduct an effective sustainable advocacy operation on local, state, and federal levels (Office of the President, Academic Affairs, and Institutional Advancement).
- Strategy F. Increase services that enable the campus to operate in an effective, efficient, and safe manner for the accomplishment of teaching, research, community outreach, and enrollment growth (Administrative Services).

- Strategy G. 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 (Administrative Services).
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- Strategy I. Provide the personnel services and resources needed to support the hiring, training, management, evaluation, and retention of qualified employees (Administrative Services).
- Strategy J. Be visionary and proactive in advocacy for continuous evolution and improvement related to all aspects of the university (Academic Affairs, Administrative Services, Gus R. Douglass Land-Grant Institute Institutional Advancement, Student Affairs, Office of Finance Academic, and the Office of the President).
- Strategy K. Develop and implement University budget efficiency gains (Academic Affairs, Administrative Services, Gus R. Douglass Land-Grant Institute, Institutional Advancement, Student Affairs, Office of Finance, and the Office of the President).

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

- Strategy A. Conduct a 12.5 million dollar fund raising campaign (Office of the President with the assistance of Institutional Advancement).
- Strategy B. Create and convey a compelling brand identity (Academic Affairs, Administrative Services, Gus R. Douglass Land-Grant Institute, Institutional Advancement, Student Affairs, Office of Finance, and the Office of the President).
- Strategy C. Conduct an effective sustainable advocacy operation on local, state, and federal levels (Office of the President, Academic Affairs, and Institutional Advancement).
- Strategy D. Increase services that enable the campus to operate in an effective, efficient, and safe manner for the accomplishment of teaching, research, community outreach, and enrollment growth (Administrative Services).
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- Strategy J. Develop and implement University budget efficiency gains (Academic Affairs, Administrative Services, Gus R. Douglass Land-Grant Institute, Institutional Advancement, Student Affairs, Office of Finance, and the Office of the President).
- Strategy K. Develop innovative academic and cultural programs at the Capitol Center (Academic Affairs and the Office of Finance).