

APPENDIX C

FORT VALLEY STATE UNIVERSITY

Strategic Plan 2008-2013



Fort Valley State University
1005 State University Drive

Planning Process

The strategic planning process at Fort Valley State University is broad-based and includes input and feedback from all of the stakeholders of the university. The current strategic plan is an outgrowth of a two-year process that began with the annual University Retreat in Spring 2006. At that time, under the leadership of President Larry E. Rivers, three areas of strategic focus were identified and discussed by all of the university's administrators, including deans and academic and administrative department and unit heads, and students. These areas are: (1) **Enrollment** (to include Recruitment and Retention); (2) **Image and Branding**; and (3) **Fund-Raising**. The feedback from those discussions was shared with all of the faculty and staff of the university through continuing discussions at the Fall Faculty and Staff Institute in 2006. Feedback from the Institute was used to develop unit operational plans focused on enrollment, branding and image, and fund-raising that directed each unit's operations over the 2006-2007 academic year.

At the University Retreat in Spring 2007, the three areas of strategic focus were revisited and each unit further refined its planning process through reporting of progress in the three areas and formulation of long-range plans in each area. Accreditation related concerns, discussions and engagement with a consultant during Spring 2007 led to the addition of a fourth strategic priority/goal related to (4) **Institutional Effectiveness**. The strategic plan that follows is the product of an inclusive, university-wide process that has received the input and feedback of all university stakeholders. The focus, however, is not on the product, but on the process. Strategic planning is not a static occurrence, but a seamless and ongoing process that is focused on continuous improvement of the institution.

Mission

The mission of The Fort Valley State University is to advance the cause of education with emphasis upon fulfilling commitments that our community members have undertaken collectively. As an institution of the University System of Georgia, Fort Valley State University naturally embraces the principles articulated by the Core Mission Statement for State Universities as approved by the Board of Regents of the University System of Georgia. The university's primary commitments include, among others, enhancement of teacher training programs grounded upon a liberal arts foundation, as reflective of over 110 years of experience and tradition. Additionally, the university recognizes with great pride and desires to further its responsibilities as Georgia's only 1890 Land Grant institution by offering programming excellence in agriculture, agribusiness, family and consumer sciences, extension, and military science, as well as to further its traditions of excellence in programs in the liberal arts and humanities, social sciences, and natural and physical sciences.

The university's primary commitments extend, as well, to:

- community outreach through the concept of the communiversity, an approach that highlights the interdependence of community and university;
- expanding service beyond the campus, as well as within, so that the institution addresses in a meaningful manner the broad diversity—human and technical—of needs in our home region and state as well as nationally and internationally;
- sparking within our students an enduring interest in learning and providing the tools and skills necessary to maintain that interest through life;
- preparing students through a mentoring approach for the opportunity to serve their fellow man while enjoying the opportunity provided by hard work and achievement to live the quality of life inherent in the American dream;

- encouraging and supporting creative expression, innovation, honesty, and integrity as endeavors of lasting and intrinsic merit;
- providing a productive environment for cutting-edge academic and practical research in, among other fields, agriculture, aquaculture, veterinary medicine, biotechnology, energy, environment, social and behavioral sciences, and the humanities; and
- otherwise acting to enlighten, enrich, and inspire by example those whom we serve.

Vision

The vision of the Fort Valley State University community centers upon its commitment to illuminate the rich heritage, influence, and educational opportunities inherent in the historically black college and university experience in a manner that applies and adapts that experience successfully for a diverse twenty-first century.

Strategic Initiatives

Strategic Initiative One: Develop state-of-the-art academic programs and other new initiatives and enhance existing initiatives and services to increase enrollment growth and retention, resulting in an increase in headcount enrollment to 3,547 students, for an overall increase of 38.6% over Fall 2007 enrollment, by the 2012-2013 academic year. (Aligned with University System of Georgia Strategic Goals One and Two)

2008-2009 Action Items

- 1.1 Assess the effectiveness of current programs annually to determine their link to student learning, retention and graduation rates with a focus on continuous improvement.
- 1.2 Link each college and unit recruitment plan with the overall university plan.
- 1.3 Update and enhance current recruitment brochures and materials to include materials specific for transfer and non-traditional students.
- 1.4 Increase high school visits, and participation in college fairs, transfer fairs, open houses, tours, graduate recruitment events, and other recruitment activities in the local, regional, and national markets, both on- and off-campus.

2009-2010 Action Items

- 1.1 Budget funds and aggressively pursue discipline accreditation for appropriate programs (e.g., business, social work, teacher education).
- 1.2 Include staff and faculty members in recruitment efforts in a more structured manner.
- 1.3 Expand student and academic support programs that provide tutoring, counseling, and mentoring services through early intervention and course-based risk assessment.

2010-2011 Action Items

- 1.1 Further integrate learning communities, service learning, community service, student research, and internship experiences throughout the curriculum and co-curricular activities.

- 1.2 Increase Fort Valley State's presence in current feeder markets through communication of Fort Valley State University story.
- 1.3 Update and enhance current recruitment brochures and materials to include materials specific for transfer and non-traditional students.

2011-2012 Action Items

- 1.1 Further integrate learning communities, service learning, community service, student research, and internship experiences throughout the curriculum and co-curricular activities.

2012-2013 Action Items

- 1.1 Update and enhance current recruitment brochures and materials to include materials specific for transfer and non-traditional students.
- 1.2 Monitor progression of students and time to degree to ensure that programs remain competitive with system and peer institutions.

Strategic Initiative Two: Develop and implement a comprehensive institutional fund-raising strategy that will result in a 3% per-year increase in external funding from all sources, including grants, contracts, foundations, corporations, alumni and the community, to support new and enhanced service and initiatives and student scholarships.

2008-2009 Action Items

- 2.1 Develop more focused annual giving programs: Alumni, Faculty/Staff, Family/Parents, Friends, Community, Corporations, and Foundations.
- 2.2 Pursue partnerships that will provide significant revenue and/or resources for FVSU priorities.

2009-2010 Action Items

- 2.1 Pursue partnerships that will provide significant revenue and/or resources for FVSU priorities.
- 2.2 Implement a consistent and continuous solicitation process to include various recognition vehicles for donors.

2010-2011 Action Items

- 2.1 Establish a prospect research function to provide detailed information to assist with cultivation and solicitation efforts.

2011-2012 Action Items

- 2.1 Pursue partnerships that will provide significant revenue and/or resources for FVSU priorities.

Strategic Initiative Three: Develop and Maintain a Positive Institutional Image and Cultivate and Communicate the Brand of university to all Stakeholders. (Aligned with University System of Georgia Strategic Goal Four)

2008-2009 Action Items

- 3.1 Annually conduct an evaluation of the university's image (internal/external).
- 3.2 Collaborate with strategic industries and other educational and governmental institutions to develop a more educated workforce.

2009-2010 Action Items

- 3.1 Annually conduct an evaluation of the university's image (internal/external).
- 3.2 Identify and disseminate the university's core values through various forms of media, including having the values appear on documents printed by the university and having them on university websites and on posters.

2010-2011 Action Items

- 3.1 Annually conduct an evaluation of the university's image (internal/external).
- 3.2 Incorporate the university's core values into all official communications and activities.

2011-2012 Action Items

- 3.1 Transform the educational and residential environment by using the university's core values to enhance student academic, social, and personal development.
- 3.2 Plan for future assessment/re-evaluation of the institution's success in inculcating the values into each area within the institution.

2012-2013 Action Items

- 3.1 Plan for future assessment/re-evaluation of the institution's success in inculcating the values into each area within the institution.

Strategic Initiative Four: Enhance Institutional Effectiveness to Ensure Continuous Improvement and Improved Efficiency.

2008-2009 Action Items

- 4.1 Ensure that all academic and support service units meet the quality and standards of the regional accrediting body and area-specific professional associations.
- 4.3 Enhance and expand customer service training for all service units.

2009-2010 Action Items

- 4.1 Provide avenues for professional technology development for all staff.

2010-2011 Action Items

- 4.1 Promote efficient utilization of infrastructure and all resources with a special emphasis on space and energy conservation to reduce operating costs, and accommodate anticipated growth of the university.

2011-2012 Action Items

- 4.1 Provide incentives to motivate and acknowledge continuing education and professional development for staff.

2012-2013 Action Items

- 4.1 Provide incentives to motivate and acknowledge continuing education and professional development for staff.