FORT VALLEY STATE UNIVERSITY

STRATEGIC PLAN

2015 THROUGH 2020

The Blueprint for Transformation 2020

120 ANNIVERSARY

1895 2015
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Fort Valley State University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award baccalaureate, master’s and educational specialist degrees. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of Fort Valley State University.

Fort Valley State University is an affirmative action, equal opportunity institution and does not discriminate against applicants, students or employees on the basis of race, gender, ethnicity, national origin, sexual orientation, religion, age, disability or marital or veteran status.
Greetings!

With great pleasure, I share with you the Fort Valley State University Strategic Plan for 2015-2020. This plan represents months of dedicated work and perseverance by scores of individuals from the FVSU communiversity, all of whom have a vested interest in our university’s becoming the best that it can be.

Though some might question the value of strategic planning in academia, we at Fort Valley State University believe that planning is essential to survival and success in the challenging environment of the twenty-first century. It serves as a blueprint for how we act, what we believe, and who we are. As we transform our institution into the university described in our vision, we will make this plan come to life in all we do and say.

Fort Valley State University remains the only 1890 Land-Grant University in the state of Georgia and, like all other universities commissioned by the Second Morrill Act, is committed to excellence in undergraduate and graduate education as well as innovation and discovery through research and community engagement at the local, national, and global levels, in addition to educating primarily African-American youth. Of this heritage, we remain proud, as we move to becoming a stronger, healthier, and significantly better university.

Thank you for your continued support and commitment to Fort Valley State University.

Sincerely,

Jessica M. Bailey, PhD
Interim President
Greetings:
It is with great pleasure that we present Fort Valley State University’s Strategic Plan for 2015-2020. This plan is very symbolic of the type of teamwork that is needed for future success at FVSU, as this plan would not have been completed without the dedicated work of many stakeholders. This new road map will guide us into the next decade and will ensure the institution is at a better status at that time.

We have embraced new values at FVSU to include: Accountability, Integrity, Excellence, and Engagement. These new values are now at the core of our efforts and will be reflected in all of our actions and future decisions at the institution. These values were vetted for months and we believe these best represent our future.

We say “gracias” to Dr. Jessica Bailey, Interim President, for the fortitude to push us through this arduous task, and to the many faculty, staff, students, alumni, and community members who participated in the planning process, attended multiple open forums and responded to us online or in person. We are especially grateful to the members of the Strategic Planning Committee who selflessly gave of their time and expertise.

The strategic planning process has been robust, and at times, challenging. Out of these tough meetings and fiery discussions came a major emphasis on our 1890 Land-Grant Status. This plan highlights the importance that has been placed on collaborating internally to better embrace and leverage this status. This practice will help FVSU attain its Vision to become a “Top Choice” University in the nation and accomplish its new Mission of transforming students into extraordinary, globally competitive individuals while fulfilling our land-grant mission.

Indubitably, we believe this plan positions Fort Valley State University for much success and we plan to work diligently to guarantee the plan does not become another document to place on the shelf. This is a living document that will be monitored and assessed at least annually and will be the driving force for priorities on the campus.

As we continue our emphasis on becoming a “Top Choice” institution, we encourage you to join us in embracing the exciting opportunities that lie ahead.

Sincerely,

Denise W. Eady, Co-Chair
B. Donta Truss, Co-Chair
CORE PURPOSE, VISION, & VALUES

VISION:
Fort Valley State University will become a TOP CHOICE University in the nation.

CORE PURPOSE/MISSION:
Transforming students into extraordinary, globally competitive individuals while fulfilling our land-grant mission.

VALUES:
Accountability
We take ownership in our role towards accomplishing FVSU’s vision. All are personally committed to high achievement and are proactive in rising above circumstances and demonstrating the responsibility necessary for achieving desired results. We are driven to earn trust and respect through continuous improvement and to exceed the expectations of all stakeholders.

Integrity
We are direct, truthful, honest, fair and transparent.

Excellence
We perform our duties to the highest standard and foster a culture of high quality. We offer a current, attractive and credible program portfolio that aims for national recognition and is relevant to contemporary needs.

Engagement
We lead by example through actively supporting and participating in all aspects of Fort Valley State University. We engage in best practices and creating innovative strategies in teaching and learning, scholarship, and cultural enrichment.
PRIORITY 1

Land-Grant Mission Enhancement

**STRATEGIC INITIATIVE 1:**
Grant Collaboration

**Action Items**
1. Contribute to the strategic goals of the United States Department of Agriculture (USDA) and the 5-yr Plan of Work
2. Further enhance the land-grant mission for the entire campus

**STRATEGIC INITIATIVE 2:**
Professional Development Support

**Action Items**
1. Support USDA and extension-related grant writing
2. Encourage faculty to teach edTPA (formerly Teacher Performance Assessment), GACE (Georgia Assessments for the Certifications of Educators), and ethics

**STRATEGIC INITIATIVE 3:**
Business and Program Development

**Action Items**
1. Develop a major in Finance
2. Serve small farmers, ranchers and other related start-up businesses
3. Develop collaborations between Family and Consumer Sciences (i.e. Infant & Child Development) and the College of Education
4. Develop a major in Agricultural Leadership

**STRATEGIC INITIATIVE 4:**
Sustainability

**Action Item**
1. Establish an integrated farming system

**STRATEGIC INITIATIVE 5:**
Outreach and Community Involvement

**Action Item**
1. Provide outreach services to farmers and non-campus based clients services through Cooperative Extension
Continuous Improvement

**Strategic Initiative 1:** Infrastructure Enhancements

**Action Items**
1. Review allocation of resources (includes technology, facilities, personnel, academic programs, athletic programs, etc.)
2. Review and update policies, procedures, and processes at all levels
3. Review and update employee evaluation process and documentation to ensure alignment with institutional values, policies, and procedures
4. Provide training relevant to job duties at all levels
5. Incentive/Recognition programs (Faculty, Staff, AND Students)
6. Review and update job descriptions
7. Conduct a Salaries Study
8. Model the behaviors we want the students to exhibit (reflecting FVSU values)

**Strategic Initiative 2:** Improved Customer Service

**Action Items**
1. Implement campus-wide customer service standards
2. Utilize technology to enhance customer service

**Strategic Initiative 3:** Academic Excellence

**Action Items**
1. Evaluate current programs for relevance, attractiveness, and credibility
2. Pursue national recognition of programs
3. Pursue national accreditation of programs
4. Produce globally-competitive graduates
5. Increase student/faculty research opportunities
6. Develop alternative strategies to attract quality faculty
7. Improve academic advising outcomes
8. Provide appropriate resources needed to support academically unprepared students
9. Evaluate teaching loads in order to better support faculty research and funding opportunities
10. Research and implement best practices in teaching and learning, to include utilization of technology in the classroom
11. Explore alternative/flexible course design in order to serve a broader population of students
12. Create and implement a student peer tutoring program
STAKEHOLDER INVOLVEMENT

STRATEGIC INITIATIVE 1:
Increase Student Involvement

Action Items
1. Implement student living and learning communities
2. Increase service learning opportunities for students
3. Increase active participation in campus activities (EX: student life activities, athletics, Greek life, professional/discipline-specific clubs & organizations, etc.)
4. Improve indicators of student wellness – mind, body, spirit
5. Increase participation in Internships, COOPs, Study Abroad, and research opportunities
6. Research and implement a mentoring program to engage all stakeholders (can include peer-to-peer)
7. Provide culturally diverse co-curricular experiences for students

STRATEGIC INITIATIVE 2:
Increase Faculty Involvement

Action Items
1. Increase active participation in campus activities
2. Work towards 100% giving by faculty to the Annual Fund
3. Increase faculty participation with students in service learning, Internships, COOPs, Study Abroad, and research opportunities
4. Research and implement a mentoring program to engage all stakeholders (can include peer-to-peer)

STRATEGIC INITIATIVE 3:
Increase Staff Involvement

Action Items
1. Increase active participation in campus activities
2. Work towards 100% giving by staff to the Annual Fund
3. Provide appropriate levels of staff support to faculty & students in service learning, Internships, COOPs, Study Abroad, and research opportunities
4. Research and implement a mentoring program to engage all stakeholders (can include peer-to-peer)
STRATEGIC INITIATIVE 4:  
Increase Alumni Involvement  

**Action Items**  
1. Increase active participation in campus activities  
2. Increase giving among alumni  
3. Engage with students in a mentoring program

STRATEGIC INITIATIVE 5:  
Increase Community Involvement  

**Action Items**  
1. Encourage community investments that support student life immediately surrounding the FVSU campus  
2. Increase engagement with students via service learning, internships, COOPs, etc. opportunities

PRIORITY  

4  

Financial Sustainability

STRATEGIC INITIATIVE 1:  
Increase Additional Funding

**Action Items**  
1. Explore corporate sponsorship opportunities  
2. Encourage entrepreneurship on behalf of FVSU by Faculty/Staff/Students  
3. Develop stronger relationships with key individuals at the University System of Georgia and State Legislature to advocate on behalf of FVSU  
4. Evaluate feasibility of a Capital Campaign  
5. Increase number of qualified grant application submissions  
6. Set goals for Annual Fund giving by stakeholder group  
7. Make it easier for stakeholders to give, especially for small gifts  
8. Increase major gifts ($25k +)  
9. Implement donor recognition programs  
10. Increase scholarship funding (academics, athletics, music, etc.)
PRIORITY

5

Institutional Branding

STRATEGIC INITIATIVE 1:
Leverage Institutional History

Action Item
1. Create/update a Marketing Plan to leverage institutional history (HBCU, Land-Grant, etc.)

STRATEGIC INITIATIVE 2:
Leadership Development

Action Items
1. Developing leadership qualities
2. Develop job-specific mentoring programs

For full details and a complete look at the FVSU strategic plan please visit the FVSU strategic planning website at:
http://www2.fvsu.edu/home/administration/office-of-academic-affairs/irpe-2-2/institutional-planning/new-strategic-planning/
<table>
<thead>
<tr>
<th>Name</th>
<th>Type of Stakeholder</th>
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<tbody>
<tr>
<td>Bailey, Jessica</td>
<td>Interim President</td>
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<tr>
<td>Ballard, Ashley</td>
<td>Director, Graduate Admissions</td>
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<td>Barnard, Mary</td>
<td>Faculty - English &amp; Foreign Languages</td>
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<td>Berry-Johnson, Pamela</td>
<td>Director, Marketing &amp; Communications</td>
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<td>Booker, Johnnie</td>
<td>FVSU Foundation Member</td>
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<td>Boston, Edward</td>
<td>Director, Alumni Affairs</td>
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<tr>
<td>Carter, Melody</td>
<td>Vice President, External Affairs &amp; Executive Director FVSU Foundation</td>
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<td>Crew, Dewayne</td>
<td>Associate Vice President of Facilities</td>
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<td>Crumbly, Isaac</td>
<td>Associate VP for Careers &amp; Collaborative Programs &amp; CDEP Director</td>
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<td>Davis, Edward</td>
<td>Global Initiative Council</td>
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<td>Davis, Josephine</td>
<td>Chair, Faculty Senate FY16</td>
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<td>Dhir, Sanwan</td>
<td>Faculty &amp; Associate Director, Undergraduate Research</td>
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<td>Dodd, Celia</td>
<td>Faculty - Biology</td>
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<td>Eady, Denise</td>
<td>Chief Compliance Officer &amp; Co-Chair</td>
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<tr>
<td>Fields, Meigan</td>
<td>Faculty - History, Geology, and Political Science &amp; Director FVSU Honors</td>
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<td>Gyapong, Samuel</td>
<td>Faculty, Chair, Business &amp; Economics</td>
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<td>Harris, Angela</td>
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<td>Haywood, Jerry</td>
<td>Faculty - Behavior Science</td>
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<td>Hill, Ariel</td>
<td>Former President, Student Government Association/Alumni</td>
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<td>Hill, Edward</td>
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<td>Howard, Kenneth</td>
<td>Athletic Supporter &amp; Alumni</td>
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<td>Johnson, Evelyn</td>
<td>Secretary, FVSU National Alumni Association</td>
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<td>Jones, Charles</td>
<td>Chief Legal Counsel &amp; Director, Government Relations</td>
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<td>Joshee, Nirmal</td>
<td>Faculty - Ag Research</td>
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<td>Kannan, Govind</td>
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<td>Kouakou, Brou</td>
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<td>McCarthy, Don</td>
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<td>Moten-Thomas, Joy</td>
<td>Chair, Staff Council</td>
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<td>Murfree, Joshua</td>
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<td>Murty, Komanduri</td>
<td>Faculty - Behavior Science, Chair, Behavioral Sciences</td>
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<td>Noble, Linda</td>
<td>University System of Georgia Representative</td>
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<td>Sianjina, Rayton</td>
<td>Interim Provost &amp; VP Academic Affairs</td>
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<td>Simmons, Washella</td>
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<tr>
<td>Smyre, Calvin</td>
<td>Representative, Georgia House District 135</td>
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<td>Stripling, Dorothy</td>
<td>FVSU Foundation Chairman, FVSU alumni</td>
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<td>Thomas, Kelwyn</td>
<td>Faculty - English &amp; Foreign Languages</td>
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<td>Toppin, Ian</td>
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<td>Global Initiative Council Representative</td>
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<td>Williams, LuWanna</td>
<td>Community Representative</td>
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<td>Wilson, DeLisa</td>
<td>Associate Director of Intercollegiate Athletics</td>
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<td>Director, Office of Sponsored Programs</td>
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