

# Strategic Plan

## GOALS & OUTCOMES

The goals identified below are the pillars of our Strategic Plan. Each department within the University is empowered to envision its future, develop its own paths to these goals, and contribute to the University's success in diverse and creative ways.

### Goal #1

**Valdosta State University will increase retention, progression, and graduation rates through creating a campus culture focused on individual student success.**

**OUTCOME 1.1** - By fall 2018, in line with national best practices, VSU will implement a University-wide advising model with professional advisors working in conjunction with faculty as mentors within all academic colleges.

**OUTCOME 1.2** - By spring 2019, VSU will develop evidence-based responses to identify and address barriers to successful retention, progression, and graduation of students at the University.

**OUTCOME 1.3** - By spring 2019, VSU will complete a University-wide revision of its three-year Strategic Enrollment Management Plan that addresses barriers found in Outcome 1.2.

**OUTCOME 1.4** - By fall 2019, VSU will develop clear academic pathways for all undergraduate degree programs, publicize corresponding two-year rolling course schedules, and implement an annual review process to ensure that all posted information (e.g., catalog, DegreeWorks, website, etc.) remains accurate and up-to-date.

**OUTCOME 1.5** - VSU will attract, develop, and retain a quality and diverse workforce that promotes student success by forming a more outcomes-oriented training program for managers by spring 2019; completing a classification & compensation study for faculty and staff by fall 2019; creating a faculty workload model that is consistent with comparator norms by spring 2020; and connecting promotion & tenure, as well as funding to support research and High Impact Practices, to the values inherent in this plan by spring 2021.

**OUTCOME 1.6** - By fall 2019, VSU will move to a new entrepreneurial model to fund summer schedule instruction and increase available seats in high-demand courses to meet the programmatic needs of both majors and non-majors as evidenced by a decrease in the number of courses with waitlists in excess of 25 students by 50% from the spring 2018 baseline.

**OUTCOME 1.7** - By fall 2020, VSU will create a clear definition for "under-enrolled courses" and decrease the number of such courses by 25% from the fall 2017 baseline in order to focus existing resources on growing academic programs as evidenced by student demand and/or regional need.

**OUTCOME 1.8** - By fall 2020, VSU will develop a new University-wide model for evaluating the quality of teaching that promotes excellence in both face-to-face and online modalities, and then implement that model in fall 2021.

**OUTCOME 1.9** - By fall 2022, VSU will increase freshmen-to-sophomore-year retention by 13% over the fall 2017 baseline of 67%, increase on-time progression by 10% over the fall 2017 baseline of 26%, and increase the University's six-year graduation rate for all students by 10% over the 2017 baseline of 36%.

### Goal #2

**Valdosta State University will increase student participation in expanded transformational and experiential opportunities through implementing high impact and best practices focused on evolving student needs.**

**OUTCOME 2.1** - By spring 2018, VSU will establish a faculty-led task force on cross-disciplinary experiences to identify and evaluate such opportunities for future launch. By spring 2019, the task force will report back to the Provost with recommendations for immediate opportunities for implementation by fall 2020.

**OUTCOME 2.2** - By spring 2019, VSU will develop a system to track and assess success in High Impact Practices as identified by the Association of American Colleges & Universities, such as common intellectual experiences, undergraduate research, global learning, and internships, within the University and against comparative and aspirational competitors.

**OUTCOME 2.3** - By spring 2020, each undergraduate degree program will identify a menu of experiential learning opportunities and require that students select and complete at least one in order to graduate.

**OUTCOME 2.4** - By fall 2020, VSU will complete a housing master plan to assess existing housing inventory, occupancy projections, and competitive housing options, and provide a recommendation regarding the future needs of housing inventory at the University.

**OUTCOME 2.5** - VSU will increase the total annual duplicated headcount at all student engagement activities, such as those offered by faculty and/or academic departments, student life, recreation, fine arts, diversity & inclusion, athletics, Greeks, and registered student organizations, by 3% annually over the fiscal year 2018 baseline, while also increasing total annual unduplicated headcount at such programs by 2% annually over the fiscal year 2018 baseline through the end of the strategic plan period in spring 2022.

### Goal #3

**Valdosta State University will increase community and regional impact through leading development in and serving as a resource for industry, health care, arts, education, athletics, and other changing economic regional needs that support the growth of South Georgia and the communities our students will serve.**

**OUTCOME 3.1** - By spring 2018, VSU will conduct a comprehensive assessment of current community outreach activities and launch an external marketing campaign to educate the community about services and impact already offered.

**OUTCOME 3.2** - VSU will establish The Center for South Georgia Regional Impact and hire an Executive Director for the center. By fall 2018, the Executive Director will: **1)** compile a content-area expert database including VSU faculty, staff, and administrators, and **2)** a database of key contacts in the fields of government, economic development, education, healthcare, and the arts for each county in VSU's service area. By spring 2020, the Executive Director will: **1)** compile an initial list of issues confronting communities in South Georgia and will connect those issues to faculty, staff, and student expertise, **2)** prepare a quarterly report that outlines areas of concern from VSU's service area and the outcomes offered by VSU assets, **3)** prepare an annual report of the impact that VSU has made in our 41-county service area, highlighting specific problems that VSU identified or was brought to VSU by the community and the specific solutions offered by VSU experts, and **4)** work with Academic Affairs leadership to create a robust "Study Away" program that will be managed within each college with the goal of providing students with service learning opportunities by working with area businesses, non-profit organizations, and other entities primarily within VSU's 41-county service area.

**OUTCOME 3.3** - By spring 2019, each college will have an industry/community advisory board comprised of industry/discipline leaders (preferably alumni) who reflect the diversity of the region and will provide input into course and program development to ensure that VSU students are well prepared to enter the workforce, graduate school, or professional school.

**OUTCOME 3.4** - By spring 2021, VSU will complete a renovation of Ashley Cinemas to provide enhanced space for the theatre and dance programs and to create an improved and more visible performance space for Peach State Summer Theatre and other high-value cultural opportunities.