VSU has a dynamic university planning process that integrates planning and budgeting in order to facilitate the accomplishment of our mission and goals. In July 2006, a diverse group of 50 campus employees bridging all levels and divisions met to refine the strategic plan. The result is the following 5 University Goals and corresponding objectives that the campus commits to accomplishing over the next 5 years.

### Enrollment & Retention

Intentionally grow undergraduate and graduate enrollment (to 12,000 over the next 5 years) through additional new students and increased retention and graduation rates of existing students.

- Improve freshman to sophomore retention by 1% per year.
- Improve 6-year graduation rate by at least 1% per year.
- Increase number of transfer students to VSU.
- Develop traditions and culture to encourage retention.
- Assess and implement changes in faculty load, facilities, course offerings & class scheduling to enhance the use of university resources in support of planned growth.
- Improve the advising process, consistent with the Enrollment Management Plan, to support student’s transition from general education to major field.
- Increase number of students seeking certification and licensure renewal.
- Develop a proposal for programs and program delivery strategies that meet the needs of non-traditional degree seeking students.

### Diversity

Move beyond tolerance by actively promoting acceptance, inclusion, appreciation, and respect for human similarities and differences.

- Educate the university community by expanding the definition of diversity.
- Diversify university personnel.
- Infuse diversity into the curriculum.
- Utilize organization climate surveys to develop measurements.
Academic Programs

Develop programs in health-related professions; while continuing to offer, identify and develop programs which prepare students to be responsible, thoughtful and productive citizens.

- Develop programs in health-related professions.
  - Reinstitute a Nurse Practitioner Program (MSN), and develop the DNP & Clinical Nurse Leader (CNL) programs.
  - Begin a Health Care Management degree (undergraduate and MBA).
  - Begin a Doctorate of Social work degree.
  - Begin a Doctorate in Communication Disorders degree.
  - Begin a BS in Medical Technology degree.
- Hire more faculty with interdisciplinary backgrounds.
- Retrain existing faculty to teach in interdisciplinary pedagogies and offer instruction via multiple delivery systems.
- Increase team-teaching across the disciplines (i.e., medical ethics, creativity, diversity).
- Increase cohort groups.
- Increase service learning opportunities for students.

Faculty & Staff Development

Enhance employment excellence and identify best practices in developing and retaining quality faculty and staff.

- Designate a grants and contracts liaison for each college and provide the appropriate training for this person to facilitate grants in the colleges.
- Develop creative budget processes to provide the necessary/mandatory job specific skill training for all employees.
- Identify problem retention areas. Target those areas as needed with a specific plan.
- Employee & Organizational will work with Continuing Education and the appropriate academic liaisons to document all employee development and training across campus.
- Develop a system to provide, document, & reward faculty development (faculty evaluation process) to improve teaching, advising, research, and grant writing.
- Institute programs that raise the educational/skill level of staff.
- Make mentorships available to all employees (staff, academic roles, & administrative roles).

Financial Support

Establish the infrastructure and processes to increase sponsored research and private gifts as a percentage of the total budget; positioning VSU to enhance the achievement of its mission.

- By November 2006, create data bases & materials to support grant writing and collaborations with corporate & community partners.
- Within 2 years, each college will identify a plan for increasing their external funding and changing faculty role expectations related to obtaining external funding.
- Commit to a major capital campaign; including making strategic decisions to use university funds to hire development personnel in order to improve long-term sources for support of academic units.
- Identify prioritized staff (major gifts officers) with a goal to bring them on board over five years as resources become available.
- Improve profile in the Valdosta community, by continuing to develop external/community partnerships.
- Develop a recommendation for creating a VSU Research Foundation.
- Define and achieve minimum standards for alumni contact.
- Cultivate “pride of place” and a tradition of giving back.