Preamble
Valdosta State University’s 2013-2019 Strategic Plan represents a renewal of energy and commitment to the foundational principles for regional, comprehensive institutions. At the direction of President William J. McKinney, the Strategic Planning Steering Committee led the crafting of this Strategic Plan for 2013-2019. In Spring 2013, an external consultant helped to facilitate and collect data through a series of interviews and a day-long planning session with numerous stakeholders. The Committee administered an online survey which provided additional data to inform plan development. This information also helped to identify areas where the University’s talent and resources will be invested over the next six years.

Implementation of these goals, objectives, and strategies will support our institutional mission and the University System of Georgia mission for regional universities. The plan is intended to afford agility yet contain specific metrics for success and mechanisms for assessment of that success. Together, all members of the university community can support the Strategic Plan and our goal to promote a more educated Georgia.

Goal 1: Recruit, Retain, and Graduate a Quality, Diverse Student Population and Prepare Students for Roles as Leaders in a Global Society

Objective 1.1: Actively pursue VSU’s Complete College Georgia Plan (CCG). See www.valdosta.edu/planning

Strategy 1.1.1: Partnerships with K-12.
Strategy 1.1.2: Improve access and completion for students traditionally underserved.
Strategy 1.1.3: Shorten time-to-degree.
Strategy 1.1.4: Restructure instructional delivery.
Strategy 1.1.5: Transform remediation.

Objective 1.2: Promote educational excellence in all learning environments through academic, professional, and social opportunities.

Strategy 1.2.1: Incorporate leading technologies (including mobile) into the curriculum.
Strategy 1.2.2: Engage students in discipline-based inquiry (e.g., Quality Enhancement Plan, Undergraduate and Graduate Research Symposiums, etc.).
Strategy 1.2.3: Promote professional development and collaboration throughout campus (e.g., IDEA Center, interdisciplinary programs, and services).
Strategy 1.2.4: Increase educational opportunities in diverse learning environments.

Objective 1.3: Improve academic advising and shorten time-to-degree.

Strategy 1.3.1: Establish a centralized academic advising center for students with 0-30 credits.
Strategy 1.3.2: Provide training for professional advisors and faculty members.
Strategy 1.3.3: Encourage utilization of DegreeWorks and Data Warehouse tools.
Strategy 1.3.4: Evaluate course scheduling within academic programs to identify barriers to degree attainment.
Objective 1.4: Create and market an institutional brand identity.
    Strategy 1.4.1: Draw attention to the university’s legacy as a student-centered, caring, comprehensive, regional institution.
    Strategy 1.4.2: Develop targeted marketing and communication to enroll more high-achieving, diverse students.

Goal 2: Increase Financial Support for the Institution
Objective 2.1: Increase the number of gifts received and the total dollar amount of gifts raised with a focus on student scholarship support.
Objective 2.2: Increase the total number of donors and the total amount of gifts to the annual fund campaign.
Objective 2.3: Increase the alumni giving rate.
Objective 2.4: Educate faculty and staff about the importance of their gifts and increase the faculty/staff giving rate and the total dollar amount of faculty/staff gifts.
Objective 2.5: Conduct a comprehensive capital campaign.

Goal 3: Promote Student, Employee, Alumni, and Community Engagement in our Mission
Objective 3.1: Promote an inclusive and diverse environment by providing social, civic, and intellectual activities.
    Strategy 3.1.1: Develop targeted marketing and communication to engage diverse students.
    Strategy 3.1.2: Increase activity and involvement of students and alumni, locally, regionally, nationally, and internationally.

Objective 3.2: Develop a campus-wide coordinating infrastructure to secure and provide external recognition for community engagement.
    Strategy 3.2.1: Implement a student co-curricular transcript to record community engagement.
    Strategy 3.2.2: Identify methods to formally recognize community engagement.
    Strategy 3.2.3: Emphasize community engagement in marketing materials.
    Strategy 3.2.4: Develop mechanisms to record and measure the impact of institutional and student involvement with our community.
    Strategy 3.2.5: Develop mechanisms to record and measure the impact of community entities with our institution.

Objective 3.3: Embrace our role as a regional institution and economic leader for South Georgia.
    Strategy 3.3.1: Engage in transparent and consistent communication with internal and external stakeholders.
    Strategy 3.3.2: Create entrepreneurial partnerships to engage with industry, other USG institutions, and state agencies.
    Strategy 3.3.3: Closely engage members of the Georgia General Assembly, congressional delegation, and local stakeholders.
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Goal 4: Foster an Environment of Creativity and Scholarship
Objective 4.1: Serve as a center for higher education research and development.
   Strategy 4.1.1: Promote entrepreneurial efforts by departments to discover new avenues of financial
   and community support.
   Strategy 4.1.2: Better articulate teaching, research, and service expectations for faculty.
   Strategy 4.1.3: Clarify policies for tenure and promotion for each academic college.

Objective 4.2: Increase sponsored research and grants in number and size of awards.
   Strategy 4.2.1: Allocate staff to support grant writing and grant administration.
   Strategy 4.2.2: Expand research capacity by identifying and cultivating new sources of support.

Goal 5: Develop and Enhance Valdosta State’s Human and Physical Resources
Objective 5.1: Enhance success and retention of all employees.
   Strategy 5.1.1: Attract talented employees from diverse backgrounds with a high potential for success.
   Strategy 5.1.2: Conduct an annual salary market analysis for full-time employees.
   Strategy 5.1.3: Provide campus-wide opportunities for employees to further enhance their technical
   and professional skills.

Objective 5.2: Elevate customer service.
   Strategy 5.2.1: Improve office-to-office culture of service. Promote the Partners for Campus Excellence
   program, particularly for new employees.
   Strategy 5.2.2: Evaluate internal policies and processes for redundancies and inefficiencies. Utilize
   technology to streamline paperwork.
   Strategy 5.2.3: Improve institutional capacity to sufficiently meet the needs of the institution (e.g.,
   staffing and process assessment).

Objective 5.3: Engage in concise, inclusive, and purposeful planning.
   Strategy 5.3.1: Institute revised review policies for programs and services that more fully address issues
   of student needs and interests, employer requirements (especially in South Georgia), quality, costs,
   and centrality to mission. Engage in ongoing and rigorous assessment of those programs and services
   to demonstrate accomplishment of mission, goals, and outcomes.
   Strategy 5.3.2: Identify campus areas to become environmentally sustainable.
   Strategy 5.3.3: Develop a new master facilities plan.
   Strategy 5.3.4: Improve suitability, efficiency, and quality of existing physical resources.
   Strategy 5.3.5: Participate with local businesses and government leaders in city or regional strategic
   planning.

Developed by the Strategic Planning Steering Committee, June 2013.

Submit feedback and comments about this proposed plan from
July 11-26, 2013 at this website: http://tinyurl.com/vsusup2013draft