

**VALDOSTA STATE UNIVERSITY
STRATEGIC PLAN
2003-04**

Effective Planning and Resource Utilization

Goal 1: VSU informs and supports the need for change, processes, and programs through integrated, continuous strategic planning.

Action Steps	6/30/2004 Completion	Priority	Cost	Implementation	BOR Goal
<p>1. Seek the most efficient, effective and technologically sound business and service best practices and regularly compare ourselves to national peers. (BOR Goal 7)</p> <p>A. Identify sources of information for best practices.</p> <p>B. Define the areas of sound business and service.</p> <p>C. Define, develop, and assess benchmarks/peer institutions.</p> <p>D. Determine peers on the basis of enrollment, programs, and constituency.</p> <p>E. Examine data to determine strengths and weaknesses as it relates to the perceptions of students, faculty, staff, and alumni.</p> <p>F. Assessment and implementation of suggested changes will be integrated into the planning process.</p>	Yes	High	Low		7
<p>2. Provide and maintain superior facilities, funded by innovative mechanisms, that increase the speed with which they are usable. (BOR Goal 8)</p> <p>A. Develop specific criteria for justification or need for additional facilities.</p> <p>B. Incorporate submission criteria, forms, etc. into the Strategic Budget Planning Process and web-based system.</p> <p>C. Revise Master Plan with broad campus input.</p> <p>D. Communicate progress and results of Master Plan to the campus community using multiple media.</p>	Yes	High	Low		8
	May/August 2004	High	Low		

<p>3. Increase, diversify and strategically allocate resources (i.e. funds) based on the strategic plan. (BOR Goal 10). Note: the definition of the core values, principles, and mission statement that will guide the strategic planning process may require further elaboration, clarification, or the development of specific action steps with regard to resource allocation.</p> <p>A. Collaborate with the Budget Advisory Council and the Institutional Planning Committee to articulate to the University community the policies and procedures that will govern how resources will be allocated.</p> <p>B. Identify the current policies, procedures, and decision-making processes used throughout the University to allocate resources. Assess the effectiveness of those decision-making processes and identify those practices that are effective as well as areas that need strengthening and/or change.</p> <p>C. Ensure that all stakeholders have opportunities for input into the process.</p> <p>D. Extend the existing electronic strategic budgeting tool with additional functionality for managers for detailed budget and project management.</p>	<p>On-going</p> <p>Yes</p> <p>Yes</p> <p>July 1 FY 2004</p>	<p>High</p> <p>High</p> <p>High</p> <p>High</p>	<p>Low</p> <p>Low</p> <p>Low</p> <p>Low</p>		<p>10</p>
<p>4. Develop a usable four-sentence or less mission statement that summarizes the spirit of the strategic plan.</p>	<p>Yes</p>	<p>High</p>	<p>Low</p>		<p>7</p>
<p>5. Define core values and principles to guide us as we implement the strategic plan.</p> <p>A. Identify core values and principles.</p> <p>B. Develop and implement an accountability process that integrates VSU's core principles and values and is used to guide the process of strategic planning.</p> <p>C. Identify the defined interval(s) when core values and principles will be re-evaluated.</p>	<p>Yes/Ongoing</p>	<p>High</p>	<p>Low</p>		<p>7</p>
<p>6. Develop an on-going shared vision of VSU</p>	<p>On-going</p>	<p>High</p>			<p>7</p>

<p>A. Identify the Core Values woven into day-to-day life by addressing the questions: What do we believe in? How do we want to act? Why does this institution exist? What is our picture of this institution's future?</p>					
<p>a. Examine the mental model faculty, staff, administrators have of themselves, each other, and of the institution.</p>		High	\$6,000		
<p>b. Hold a series of retreats and open forums of groups composed of faculty administrators, staff, and students pertinent to building a shared vision of VSU</p>					
<p>c. Send faculty, administrators, and staff to conferences and retreats pertinent to building a shared vision of VSU.</p>	Can send members of the University community to scheduled retreats and conferences	High	\$15,000 per year for four fac/3 conf.		
<p>d. Encourage on-going reflections and free expression of the personal visions held by faculty, administrators, staff, alumni, and students.</p>					
<p>e. Encourage the willingness and openness to a diversity of ideas.</p>					
<p>f. In cooperation with the Faculty Senate, examine process of evaluating and utilizing evaluations of faculty, staff, and administration.</p>		High			
<p>B. Facilitate a sense of commitment to and connectedness among faculty, staff, administrators, students to a larger vision that transcends and unifies individual visions.</p>					
<p>a. Utilize such existing programs as, but not limited to, HUB Learning Cooperative and Partners for Campus Excellence</p>	On-going				
<p>b. Encourage additional programs in cooperation with SGA, COSA, and the Faculty Senate</p>		Medium			
<p>C. Study the possibility of geographically mixing the offices of faculty from different departments as well as their classroom assignments.</p>	Feasibility report				

a. Study this arrangement at other institutions				
---	--	--	--	--

Successful Outreach

Goal 2: VSU actively identifies, cultivates, and encourages private support through the enhancement of alumni, community, and corporate outreach.

Action Steps	6/30/2004 Completion	Priority	Cost	Implementation	BOR Goal
1. Increase total external funding in 2005 to \$7M, and increase each succeeding year an additional \$1M over previous year until a funding level of \$10M to \$12M is reached (estimated time – 5-6 years).			Inc. staff, supplies, etc.		3,5
2. Deans, Directors and Department Heads convey to faculty the importance of research grant writing at VSU and support attendance at grant writing workshops. Benchmarks: follow up national survey completed by the Society of Research Administrators International to develop reasonable benchmarks for proposal production, activity levels and funding levels.	6/30/2004	Critical	Minimal None anticipated		
3. Develop a comprehensive strategic plan for fundraising (including arts, athletics, alumni, colleges, etc.) that is aligned with the overall Strategic Plan for the University.	6/30/2004	High	Minimal		
4. Analyze endorsements and corporate sponsorships.		High	Low		10
5. Continue alumni identification/communication. Enhance Homecoming and other activities to encourage return to campus and continued involvement with VSU.	Ongoing (see narrative and VSU Alumni Assoc. strategic plan dated 3/03)	High	Low		10

6. Evaluate current financial situation, scholarships, gifts-in kind and matching funds; determine existing deficiencies, take corrective actions. Determine additional funds and prioritize to initiate capital campaign drive		High	High (\$200,000)		10
A. Consider possibility (research potential risks, pros and cons) of developing an account 'line' for research under the auspices of the VSU Foundation OR to develop and inaugurate a VSU Research Institute. This change could provide for much greater efficiency in management and also stop some of the money "bleed" at the end of each fiscal year within the University accounting system.	6/30/2003		>\$5,000		3,5
B. Existing resources to support compliance activities are insufficient within the Office of Grants and Contracts. To show VSU's commitment to compliance a .5 FTE Compliance Coordinator is requested. This half time position should be funded at a level that will support a professional in the compliance field, perhaps a retired faculty or administrator with knowledge of the varied requirements within the federal and state governmental agencies.			>\$35,000		3,5
C. A change in name from Grants and Contracts to RESEARCH AND SPONSORED PROGRAMS. This change more adequately addresses the activities of the office, particularly to the external community.			No cost other than the cost of stationery, etc. (\$300)		3,5

Excellence in Student Learning and Retention

Goal 3: VSU encourages continuous enhancement of curricula and research opportunities, resulting in highly informed graduates and increased student retention and graduation rates.

Action Steps	6/30/2004 Completion	Priority	Cost	Implementation	BOR Goal
1. Improve continuously the quality of curricula, research activities and international opportunities. (BOR Goal 3)					3
A. Improve the quality of teaching and learning a) Develop a Center For Creative Teaching and Learning	On-going	High	\$150,000/yr		

<p>b) Initiate discussion focusing on the Scholarship of Teaching</p> <p>c) Examine the recommendations of Ernest Boyer's "Scholarship Reconsidered."</p>				
<p>Study the feasibility of using tracks for teaching, research/scholarship, and service.</p> <p>d) Evaluate faculty work load as it affects research, teaching, service, and learning.</p>				
<p>e) Send faculty and administrators to major conferences on collegiate teaching.</p>	On-going	High	\$15,000/yr for four people/3 conf	
<p>f) Create a student award recognizing outstanding teaching.</p>				
<p>g) Develop a brown bag program for teaching methods.</p>				
<p>h) Utilize the campus listserv, "Soapbox," as a means of exchanging ideas regarding teaching and learning</p>				
<p>i) In cooperation with the Faculty Senate, evaluate the role of teaching in the hiring, promotion, tenure, and post-tenure process for faculty.</p>				
<p>j) Re-examine the process by which students evaluate faculty</p>				
<p>k) Develop a learning culture in which students understand that mastering a skill, or a body of knowledge, or life skills is time-consuming, hard work, and that they should be prepared to do whatever it takes to learn.</p>	On-going	High		
<p>l) Create a tutoring center to help students learn how to study and learn</p>	On-going	High	\$500,000	
<p>m) Develop programs to assist students to learn how to learn</p>				
<p>B. Improve Research Activities</p>	On-going	High	\$250,000	
<p>a) Provide additional funding through Faculty Development office for research, conference presentations, and release time</p>				
<p>b) Support interdisciplinary collaboration in research.</p>	Ongoing	High		

<p>C. Work with the community leaders and campus community to develop new and greater opportunities for internships and cooperative programs with businesses, government, within the campus community, and community service organizations.</p> <ul style="list-style-type: none"> a. Support and encourage such existing programs as SIFE b. Create internships for students to work with faculty, plant operations, and other aspects of campus operations. c. Support and encourage the expansion of existing department internships <p>D. Set goals for the percentage of graduates (and the number of students in department) involved in service learning and other forms of civic engagement.</p> <ul style="list-style-type: none"> a. Study how other institutions have addressed the issue of service learning and civic engagement. <p>E. Set target pass rates for professional licensure tests, including PRAXIS, Nursing, etc.</p>					
<p>5. Increase academic productivity through improved recruitment, increased retention, accelerated graduation, expanded credit generation, augmented continuing education opportunities, and current technology. (BOR Goal 4)</p> <ul style="list-style-type: none"> a) Expand the use of freshman experience programs, sophomore experience programs, learning communities, and other programs designed to increase student retention. b) Develop a best-practices information base so that information about successful retention practices and programs can be shared. 					4
<p>6. Develop a culture of academic and personal integrity for staff, faculty, students, and administrators.</p> <p>A. Study literature and contact other institutions regarding codes of conduct for students, staff, faculty, and administrators.</p>	On-going	High			1,5

<p>B. Incorporate two-hour block of instruction on advising for all new freshmen as part of the Fall 2003 Student Affairs Freshmen Orientation Program.</p> <p>C. Establish a university-wide committee to evaluate departmental advising programs and practices and to recommend improvement.</p> <p>D. Develop a program or initiative to reward successful academic advising.</p> <p>E. Evaluate advising programs at comparable universities and compare to programs in place at VSU.</p> <p>F. Investigate the implementation of the Banner degree audit or comparable program.</p>					
<p>10. Implement recommendations of evaluation of Orientation.</p>	<p>Report by 6/30</p>	<p>High</p>			<p>3</p>
<p>11. Evaluate the effectiveness of the Freshman Year Experience (FYE) Program.</p> <p>A. Evaluate the feasibility of expanding FYE to encompass declared majors.</p> <p>B. Evaluate characteristics of FYE students and their success rates, and choice of major.</p>	<p>Report by 6/30</p>	<p>High</p>			<p>3</p>
<p>12. Ensure faculty staffing is adequate to meet student course demand.</p> <p>A. Develop and implement a plan for recruiting and hiring faculty at least one year in advance of projected needs and areas.</p> <p>B. Concentrate on quality within all programs by ensuring that comprehensive program review is fully implemented and follow through with actions based on these reviews.</p> <p>C. Develop plans to reward and retain successful faculty members.</p> <p>D. Place greater professional importance on the first-year core courses; Assess importance of first-year core academic instructional performance relative to student retention. Decide what kind of professor is wanted to teach the core courses.</p>					<p>3,5</p>
<p>13. Build upon the Partners for Campus Excellence to create a student-friendly service environment.</p>	<p>On-going</p>	<p>High</p>			<p>5</p>

<p>A. Develop and strengthen orientation programs for new faculty and staff.</p> <p>B. Develop “student-centered” training programs for current faculty and staff.</p> <p>C. Develop cross-training programs for staff and faculty at all levels.</p> <p>D. Survey students, faculty, and staff regarding current services, problems, and ways to improve services</p>					
<p>14. Provide social and educational programs and services that provide opportunities for student development. Continue and improve support of student organizations and Greek Life.</p> <p>A. Develop a comprehensive student leadership program designed to provide students with valuable life skills and enhance their campus life while they serve the university community.</p> <p>B. Actively request and receive student input and involvement in the development of programs, activities and facilities.</p> <p>C. Create a student orientation program for new first time students to welcome them to campus prior to the start of semester classes.</p> <p>D. Collect and utilize data concerning the nature, needs and interests of the student populations to be served.</p> <p>a. Create a survey of incoming first year students to indicate their expectations both for a college experience and of themselves.</p> <p>b. Create a survey of students after completing their first year to ascertain their experiences and attitudes towards themselves, each other, and all aspects of the facilities, services, operations and personnel of VSU.</p> <p>E. Conduct a feasibility study as it pertains to possible house for Greek organizations.</p> <p>F. Develop programs and activities to enhance weekend activities in the residence halls and campus-wide.</p> <p>a. Develop cooperative entertainment programs with Wild Adventures</p>	<p>Prepared by 6/30</p> <p>Prepared by 6/30</p>	<p>High</p> <p>High</p> <p>High</p>	<p>\$60,000</p> <p>\$50,000</p> <p>\$50,000</p>		<p>1</p> <p>2</p>

Access and Participation

Goal 4: VSU promotes expanded access, participation, and quality through a comprehensive marketing plan.

Action Steps	6/30/2004 Completion	Priority	Cost	Implementation	BOR Goal
<p>1. Expand participation by increasing access while maintaining quality, enhance diversity, focus on the needs of nontraditional students, increase distance learning education opportunities, advance public library usage, and market the advantages of a postsecondary education (to all) Georgians (BOR Goal 2). BOR</p> <p>A. Develop additional programs in which VSU's four-year degree programs are offered at two-year colleges.</p> <p>B. Assure that where demand exists, relevant degree programs are available at off-campus sites.</p> <p>C. Identify the factors that impede access to higher education for minority and nontraditional students and implement programs to overcome the barriers.</p> <p>D. Integrate the public libraries into the delivery of higher education.</p>	On-going				2
2. Create and fund a permanent university marketing position and support staff.	On-going	1	High		2
3. Create a university marketing committee made of marketing faculty and external experts.			Critical		
4. Provide the marketing committee (of #3 above) and Institutional Research the results of Goal 3 to analyze and research the target markets' awareness and perceptions.					
5. After identification of the target markets' results, conduct an internal analysis.					
6. The marketing committee (#3 above) will develop measurable marketing outcomes (goals and objectives) as a result of #4 and #5 above.					

<p>7. The university marketing committee will work with the campus to prioritize and select target markets and develop marketing strategies (including promotions) to reach these markets in order to meet the marketing outcomes. (Examples: High achieving students, prospective students to new health sciences programs.)</p>	6/30/2004	6	Low		2
<p>8. The university marketing committee will work with the campus to establish branding that includes, but is not limited to, key messages, visual identity, and operational procedures for that identity. This branding/institutional identity will reflect the marketing strategies, goals, and objectives. Individual programs will develop their own programs while the branding strategy will provide a common “look and theme” through visual identity.</p> <p>This institutional identity campaign will identify and create a brand, unify VSU’s overall position with the target markets, increase the value of VSU’s degrees, instill renewed pride in VSU (internally and externally), promote academics, research, and outreach efforts, and raise the profile of VSU to help compete for students, faculty, financial resources and partnerships and support VSU’s fundraising campaign. This institutional identity action step is made up of defining specific terms/selling points-messages, utilizing consultant(s) for branding, positioning, and visual identity, identify components of the institutional identity, and educate the VSU community on how to utilize this institutional identity.</p> <p>A. Define in specific terms the selling points/messages the university will sell based on resources, strategic goals, position in the university market, etc.</p>	6/30/2004	7	High		2

This can be done with the marketing committee or a separate task force that could include representatives from admissions, publications, athletics, marketing, student affairs, student body and the like. Marketing research such as focus groups and surveys will be done to determine and verify primary messages. The group will also verify target audiences and prioritize them. Additionally, consultant/s may need to be brought in for input on branding, positioning and visual identity.

B. Identity components/aspects of institutional identity.

This will involve setting University and administrative policy, operational procedures, and standards for key messages (such as speeches and presentations, media, advertising, and special events). It is key that visual standards be established. A strong visual identity program will be established, which will include:

- (1) Revision of university logos, athletic logos and seal (also standards for usage)
- (2) Fonts usage
- (3) Consistency and a hierarchy of design based on audience priority (general university, departmental and academic programs (including web), special events, outreach efforts and partnerships)
- (4) Inclusion of a complementary color to the current red and black
- (5) University merchandising program images and standards for trademarks, possibly nostalgia-type images for older alumni
- (6) Centralized publications budget (prioritize needs and consult for best product and timeline, authority to enforce visual standards, and a plan to phase out old and bring updated images)
- (7) Address photography needs (include hiring a VSU photographer)
- (8) Develop web standards.

<p>Additionally items for print, web and other electronic delivery systems will need to be created. This includes:</p> <ul style="list-style-type: none"> (1) Miscellaneous items: stationery, fax cover sheets, memos, invitations (2) Collateral: brochures, newsletters, fact sheets, ads, postcards, bookmarks, etc. (3) Signage: vehicles, campus directions, exterior and internal building (4) Banners and displays (5) Name tags, pins and other merchandise not sold in bookstore. <p>Finally, guides for style/writing will need to be developed including how/why, consistency, and tailoring the message for the audience.</p> <p>C. Educate people on the institutional identity process and how it works.</p> <p>This education of the new institutional identity can start with key administrators and work down the hierarchy. It needs to facilitate campus-wide integration of office efforts to guide and assist the campus with delivering messages. (i.e., planning and consultation, executive communications, strategic placement of external and internal publications, marketing services, public relations, media relations, photographic services, web coordination, etc) As the plan falls in place, provide personnel with guidelines and where to go for help. (see http://imagine.kent.edu/URD/UCM/policies/guide.asp as example of how to manual for campus marketing)</p>					
<p>9. The university marketing committee will develop an annual budget based on marketing goals.</p>	6/30/2004	8	Low		10
<p>10. The university marketing committee will implement the planned marketing strategies.</p>	12/30/2004	9	High		2

Student Preparation

Goal 5: VSU works actively with P-12 education to increase the pool (number) of high school students from our service area who are eligible to attend the University.

Action Steps	6/30/2004 Completion	Priority	Cost	Implementation	BOR Goal
1. Create task force to gather and analyze data listed in Appendix A and to identify appropriate benchmarks.	Yes	First Priority	Time, clerical support, data analysis support	Create task force to begin work in January/04 UPAC	9
2. Identify existing programs (university, public education, community) addressing goal.	Yes	Should be done concurrently with Step 1	Time, clerical support	College of Education Dean's Office structure and supervise this effort; data is available on DOE website	2
3. Based on recommendations of task force and status of existing programs, develop and/or support specific outreach programs.	No; Target completion 6/30/05	Second priority; must follow completion of 1 and 2	Time, clerical support, possible funding of specific programs	Second task force (or continuation of initial task force) to begin work in September, 2004. Existing partnerships include Valdosta Technical College and city and county schools. Examples of programs to develop include: (1) Foster college aspiration and preparation on all educational levels (2) Disseminate (to students and parents) information about the mechanics of applying and financing a college education (3) Mentoring by VSU students of local high school students (4) Develop awareness of college requirements among local teachers (5) Advocate higher academic standards in P-12 (6) Improve academic feedback between educational levels	2,11
4. Support development of Charter School by College of Education.	On going	Medium for all points	See proposal		

High Quality Personnel

Goal 6: VSU pursues excellence and identifies best practices in recruiting, developing, and retaining quality faculty and staff in an environment of shared governance across the campus community.

Action Steps	6/30/2004 Completion	Priority	Cost	Implementation	BOR Goal
1. Recognize quality of current faculty, staff, and administration.	On-going	High		Ten annual local recognitions currently in place; special BOR awards also received periodically (President's Cabinet)	5
2. Tap/develop local expertise for specific issues.	On-going	High		Administrative Intern program in its second year (six interns have been/are working on various projects of importance)	
3. Develop administrative personnel (deans, directors, department heads) through mentorship programs.	Begin Academic Year 04/05	Moderate		Councils (Deans and Department Heads)	
4. Develop new recognition vehicles and expand those in Step 1.	On-going	Moderate		Three faculty and one staff excellence awards will be given for the first time in current academic year	
5. Improve faculty recruitment campus-wide.	On-going	Moderate		Integrate strategic budget, and academic planning more closely to shorten hiring cycle	
6. Improve outreach to minority candidates.		High	Diversity funding pool; vita bank subscription	Increase number of minority candidates through selection of position advertising outlets; Modify position announcements to attract a diverse pool; Floating closing dates and readvertisement to ensure diverse pool of candidates (NOTE: THIS CONFLICTS WITH SHORTENING HIRING CYCLE); Subscribe to vita bank for minority candidates; train search committees committed to diversity goals; create programs to hire diverse post-doctoral students; partner with minority institutions to attract their graduates to VSU	
7. Target new faculty for additional support.		Moderate		Mentor assigned the department head to include social support Investigate spousal employment issues Assess effectiveness of new faculty orientation and revise accordingly	

8. Improve faculty retention campus-wide.	4/30/2004	Moderate		Create a task force to examine results of work load studies and make recommendations	
	Begin Academic Year 04/05			Improve evaluation and development by assisting department heads to evaluate properly and to be evaluated; Assist department heads in training assistants and staff (Academic Vice President)	
	4/30/2004			Provide criteria for merit raises (in writing) (Department Heads Council based on Dr. Deborah Robinson's study)	
	On going			Improve consistency of the pre-tenure review process across campus (Academic Vice President)	
				Study alternates to single tenure track system	
9. Improve minority faculty retention campus wide.	On-going	High		Explicitly value diversity studies; assign minorities to important activities; increase university community awareness of norms that undercut diversity. (Department Head Council; Maggie Viverette)	
10. Improve staff recruitment and retention.	5/30/2004	High		Form task force to analyze results of 2003 staff survey and make recommendations as needed in the areas of compensation and benefits; work environment; career development; management; and performance evaluation	
11. Expand opportunities for professional development.	On-going	Moderate		Vice President Business and Finance with Rebecca Murphy	

Engagement in the Community and Region

Goal 7: VSU will continue developing its important educational, cultural, multicultural and economic impact in order to enhance the quality-of-life for the state and region, and to attract and retain residents, students, visitors, and industry.

Action Steps	6/30/2004 Completion	Priority	Cost	Implementation	BOR Goal
1. Accelerate economic development by providing, when feasible, needed graduates, appropriate academic programs, and expanding marketing of the System and its institutions as an economic asset of the state. (BOR Goal 6)	On-going				6
2. Assess the economic, cultural, multicultural, and quality-of-life impact of VSU in the region, including current delivery systems and resource allocations, in order to develop a rationale for future strategic planning in this area.	On-going	High	\$25,000		6

<p>3. Identify current public and/or private partnerships, and solicit proposals from the entire university community, that enhance our cultural, multicultural, economic, and quality-of-life impact in the region. Examples might include: academic-business based partnerships, community collaboratives, entrepreneurial initiatives, service initiatives, and social initiatives. These proposals will be considered for implementation in future strategic planning documents.</p>	<p>Complete identification of current partnerships. Use information to develop and request for proposals (proposals not due until later date).</p>	<p>High</p>	<p>\$10,000</p>		<p>1,3,6</p>
<p>4. Develop and distribute a list of expert resources from the entire university community (in all facets of economic, cultural, multicultural, and quality-of-life areas) for potential mentoring relationships or partnership development. Distribution should occur in print and online.</p>	<p>Entire action step to be completed by end of academic year. On-going updates every year.</p>	<p>Medium</p>	<p>\$5,000 to cover action steps 4 and 5.</p>		<p>3,6</p>
<p>Increase university participation on boards that improve the quality-of-life for the region. This might include: economic development boards, governmental entities, cultural, multicultural development boards, and social service agency boards. Compile a list of existing service on these types of boards and [recommend other possible partnerships or service opportunities that might be developed.] (To be done in future planning steps.)</p>	<p>Complete compilation of existing service on boards. On-going (updates) every year.</p>	<p>Medium</p>	<p>Funded under action step 3</p>		<p>11</p>
<p>5. Conduct a needs assessment and make recommendations regarding the development of a Performing Arts Center to serve the university and the region. Any recommendations/plans should reflect partnerships with the community and multiple units within the university, so as to best serve the educational, cultural, multicultural, economic, and quality-of-life enhancement of the region.</p>	<p>Needs assessment and recommendations to be completed.</p>	<p>Medium to High</p>	<p>25000 To include money for study of model performing arts centers.</p>		<p>3,6,8</p>
<p>6. Enhance plans for the development of health/mental sciences programs, including interdisciplinary partnerships and community partnerships.</p>	<p>Identify programs to be considered for future implementation.</p>	<p>Medium</p>	<p>\$10,000</p>		<p>3,6</p>

7. Develop an interdisciplinary center for creative and critical thinking. Goals might include: fostering organizational development in the region, enhancing community education offerings, and supporting life-long-learning.	A committee tasked to this action step will report recommendations.	Low	\$1,000		1,6
---	---	-----	---------	--	-----

Strategic Alliances

Goal 8: Acknowledging that the President is the chief spokesperson of VSU, through ongoing, two-way communication with the Board of Regents and their staff, Valdosta State University fosters strong alliances with key leaders, thereby serving to maximize cooperation with any external entities, including but not limited to other state agencies, boards, the Office of the Governor, the General Assembly, potential mentors, alumni, and other universities (while maintaining the constitutional authority of the Board of Regents [BOR Goal 11]).

Action Steps	6/30/2004 Completion	Priority	Cost	Implementation	BOR Goal
1. Create internal "think tank" to grapple with issues facing the state and to determine impact of these issues on VSU.	Pending	High	Low	Create "think tank" task force/committee to address all tasks defined in the original Goal 8.	2, 6, 8, 11
2. Make communication with the BOR a regular, stable, and open process, coordinated and facilitated through the President's Office. A. Identify opportunities for BOR and staff members to visit VSU annually and invite them to do so.	On -going On-going	High High	Low Low	The BOR held its October, 2003 meeting at VSU, which was deemed to be quite successful.	2, 6, 8, 11
3. Develop and maintain database for Institutional Advancement interfacing with BOR and all entities listed in Goal 8, including key agencies and personnel.	Pending	High	Low	The President is involving external agencies to assist in fundraising and other key efforts, with a focus on marketing and mentoring. To facilitate database, use data information gathered from such sources as www.usg.edu	
4. Identify state agencies, commissions, Office of the Governor's staff, and General Assembly personnel, who might offer opportunities to form alliances with VSU. A. Seek help from local legislative delegation and VSU's Political Science Department as an educational step toward understanding the potential of cooperation in tandem with BOR Goal 11.	On-going	High	Low		2, 6, 8, 11