



FORT VALLEY STATE UNIVERSITY  
EMPOWER *the* POSSIBLE.

# IMPLEMENTATION PLAN





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## OVERVIEW

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FVSU's 2020-2025 Strategic Plan will add value only if it is implemented and utilized—*if it becomes a blueprint and roadmap for action*. Implementation is a marathon and will last throughout the life of the 2020-2025 Strategic Plan. Implementation is typically the point where most plans fail because a clear plan for implementation is not developed, supported, or executed. To this end, FVSU's implementation plan focuses on the following:

- Leadership and oversight of implementation by the President's Office.
- Appointment/assignment of implementation leaders for each strategic priority.
- Support/resources provided by the Office of Institutional Planning Research & Effectiveness.
- Developing action plans in collaboration with functional units/departments primarily responsible for implementation.
- Identifying budget and resource needs.
- Campus-wide communication and coordination.
- Monitoring progress and reporting results.

Ensuring FVSU's Strategic Plan is implemented will require the full support and cooperation of the entire University and regularly monitoring progress on goals and action items. A major decision point is designating the administrators, staff, and faculty who will have responsibility and accountability for implementation. At least annually, campus-wide feedback should be solicited to help assess the degree to which the plan is meeting expectations and the extent to which progress is being made. The implementation plan will be adjusted to adapt to changing conditions and circumstances and to ensure the plan is embedded in FVSU's daily operations and becomes a tool that guides decision-making about priorities for resource allocation.



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## GUIDING PRINCIPLES

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### **Implementation should be appropriately aligned with FVSU's 2020-2025 Strategic Plan.**

- Organizing and implementing a dedicated structure for executing the implementation plan is essential to success.
- To have a lasting impact, implementation must be embedded in FVSU's organizational routine at all organizational levels.
- Implementation must be highly visible, transparent, and inclusive to garner the necessary support and buy-in to ensure implementation is effective and successful.

### **Implementation should be viewed as an ongoing and continuous campus wide process.**

- Full and complete implementation is an ongoing process that will require a commitment of time, effort, resources, and perseverance by the entire University.
- The success of implementation will hinge upon the effectiveness of an ongoing "Plan, Act, Do" and/or ROMA (Results Oriented Management and Accountability) execution cycle premised on the following criteria: value, appropriateness, feasibility, acceptability, cost-benefit.
- Implementation should be in harmony with ongoing University initiatives.
- Ultimately implementation should answer: *What does success look like in 2025?*

### **Implementation activities should be realistic and *doable*.**

- Implementation activities should be practical and solution oriented.
- The first priority is determining what it will really take to achieve goals and strategies in terms of time, people, and resources.
- The second priority is determining the "Who, What, When, and How" in terms of the actions necessary to achieve goals and strategies.
- Implementation should be regularly monitored to avoid *cutting trees in the wrong forest*.
- Some aspects of implementation will be cost neutral and some will not be cost neutral. As such, informed decisions must be made about ROI or is the juice worth the squeeze?



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# STRUCTURE, ROLES, AND RESPONSIBILITIES

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## PRESIDENT'S OFFICE

- Overall leadership and oversight of implementation.
- Final decision on strategies, actions that impact budget, other University resources, or FVSU's reputation.
- Convene meetings on implementation progress.
- Campus-wide communication regarding implementation.

## IMPLEMENTATION LEADERS

- Participate in implementation structure and implementation execution onboarding/ orientation work sessions.
- Provide "ground level" leadership of the implementation process.
- Structure and organize teams or work groups to help develop action plans or work plans at the department, section, and unit level.
- Reporting and monitoring.

## CAMPUS ORGANIZATIONAL UNITS

***Work in conjunction with Implementation Leaders in developing action plans.***

- Provide input and feedback on action plans or work plans.
- Provide a point of contact for Implementation Leaders.
- Put the structure and process in place to begin to plan, carry out, and monitor implementation.
- Provide honest input and feedback on implementation efforts.
- Provide support and coordination as needed.

## TECHNICAL SUPPORT GROUP

***Institutional Research, Instructional Technology, Information Technology, and Business & Finance). A staff from these offices will be embedded in each implementation group to provide ongoing support.***

- Support the work of the Implementation Leaders in addressing strategic priorities, goals, and action plans developed by departments and organization units.
- Respond to requests for input, advice, and guidance that may impact one or more strategic priorities and the goals and action plans developed to address strategic priorities and goals.

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- Provide honest and candid feedback on opportunities, challenges, and limitations from a technical support perspective to inform the work of the Implementation Leaders and departments/organization units.
- The Office of Institutional Research Planning & Effectiveness will provide key support/resources, including data and information to facilitate the work of the implementation team, assist with maintaining a dashboard to track implementation progress.
- The Office of Business & Finance will work with the respective groups and assist in identifying budgetary needs
- The Office of Information Technology and the Office of Instructional Technology will provide advice on technology needs and capability, in the case of the later those advice will address technology for instructional (in classroom and distance learning) needs that conform with best practices.

## MGT CONSULTING

- Prepare implementation plan.
- Plan, organize, and conduct implementation onboarding/orientation.
- Provide tools and templates to facilitate implementation.
- Provide the support necessary for the implementation structure to get up and running.
- Provide support and technical assistance to Implementation Leaders departments, sections, or units to develop action plans or work plans.
- Meet with the President to review progress.

## KEY MILESTONES

- Presentation and overview of strategic plan at the 36<sup>th</sup> Administrative Conference.
- Appointment of implementation leaders.
- Initial implementation meeting with President Jones.
- Implementation plan development.
- Implementation plan onboarding.
- Action plan development.



# IMPLEMENTATION PLAN

## STRATEGIC PRIORITY 1: EXCEPTIONAL STUDENT EXPERIENCE

### IMPLEMENTATION LEADERS

- Mr. Jesse Kane, VP Student Affairs and Enrollment Management (Chair)
- Dr. Gregory Ford, Dean, College of Arts and Sciences
- Dr. Felicia Jefferson, Associate Professor, Department of Biology
- Dr. Jacques Surrency, Associate Professor, College of Agriculture, Family Sciences and Technology
- Ms. LaWanna Williams, Director, Center for Student Engagement
- Ms. Kimberly Morris, Assistant Vice President Enrollment Management/Director of Financial Aid
- Dr. Wallace Keese, Dean of Students
- Mr. Lowe, SGA President (2020)
- Dr. Celia Dodd, Director of Undergraduate Research and Associate Professor of Biology
- Dr. Darryl Hancock, Director, Online Learning
- Dr. Patcharin Marion, Associate Professor and Program Coordinator, Math and Computer Science

**GOAL 1:** Enhance and improve technological experiences of students by maintaining a physical and virtual campus that supports teaching, creative activities, and scholarship.

- PERFORMANCE MEASURES / INDICATORS**
- Enrollment growth
  - Retention and graduation rates
  - Student engagement and satisfaction
  - Digitalized processes and campus-wide access points

STRATEGIC PLAN ACTION STEPS	IMPLEMENTATION LEADERS WITH PRIMARY RESPONSIBILITY	ESSENTIAL ACTIVITIES	STATUS UPDATES
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<p>1. Offer more enhanced methods to connect and challenge students through technology.</p>	<p>Assignments to be done by the Chair in consultation with the team</p>	<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
<p>2. Develop more training sessions focused on technology for instructors as a method to enhance classroom engagement.</p>		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
<p>3. Implement a paperless process for documents that can be made paperless</p>		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>



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		<ul style="list-style-type: none"> <li>▪ Action plan development</li> </ul>	
4. Continue to implement key technological solutions to increase efficiencies and improve service to students (i.e. Call Center).		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
5. Create an Online Student Services Self-Service Portal to allow for students to virtually complete tasks.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
6. Identify Wi-Fi dead spots so additional access points can be added to enhance networking connectivity throughout campus		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>

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		<ul style="list-style-type: none"> <li>– Resource requirements</li> <li>▪ Action plan development</li> </ul>	
7. Explore developing a systematic way of offering student access to Laptops, IPADS to enhance their academic experience.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
8. Increase the bandwidth of Wi-Fi across campus, particularly in academic spaces.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
9. Commit to improving campus infrastructure so that we are completely wireless by Fall 2022.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>

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		<ul style="list-style-type: none"><li>- Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li><li>- Resource requirements</li><li>▪ Action plan development</li></ul>	
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## STRATEGIC PRIORITY 1: EXCEPTIONAL STUDENT EXPERIENCE

**GOAL 2:** Implement continuous improvement in customer service delivery to help improve student recruitment, retention, graduation, and student success.

**PERFORMANCE MEASURES / INDICATORS**

- Enrollment growth
- Retention and graduation rates
- Student engagement and satisfaction
- Digitalized processes and campus-wide access points

STRATEGIC PLAN ACTION STEPS	IMPLEMENTATION LEADERS WITH PRIMARY RESPONSIBILITY	ESSENTIAL ACTIVITIES	STATUS UPDATES
<p>1. Ensure key campus offices are knowledgeable about student on-boarding processes (admissions, registration, orientation, housing, c.</p>		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
<p>2. Cross train faculty and staff on the different admission processes</p>		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>

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		<ul style="list-style-type: none"> <li>– Resource requirements</li> <li>▪ Action plan development</li> </ul>	
3. Develop an early warning mechanism to identify students who may be experiencing academic challenges before they fail a class.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
4. Ensure students are aware of the services on campus that can assist them academically.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
5. Require that all faculty and staff complete annual or bi-annual customer service training.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>

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		<ul style="list-style-type: none"> <li>- Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>- Resource requirements</li> <li>▪ Action plan development</li> </ul>	
6. Provide opportunities for students to give immediate feedback on positive and negative service experiences.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>- Responsible department(s)/organization units</li> <li>- Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>- Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
7. Institute a recognition and/or incentive program for staff identified as models of quality customer service.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>- Responsible department(s)/organization units</li> <li>- Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>- Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>

## STRATEGIC PRIORITY 1: EXCEPTIONAL STUDENT EXPERIENCE

**GOAL 3:** Engage all units of the University in streamlining communication that impact service delivery.

**PERFORMANCE MEASURES / INDICATORS**    Enrollment growth  
    Retention and graduation rates  
    Student engagement and satisfaction

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Digitalized processes and campus-wide access points

Campus-wide strategic communication/marketing plan

STRATEGIC PLAN ACTION STEPS	IMPLEMENTATION LEADERS WITH PRIMARY RESPONSIBILITY	ESSENTIAL ACTIVITIES	STATUS UPDATES
<p>1. Develop a plan of action in coordination with the Office of Marketing and Communications to promote the institution through more radio and television commercials, videos of campus activities, emails, text messages, and student interviews.</p>		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
<p>2. Disseminate information about initiatives developed by students resulting in positive outcomes (photos, articles, awards).</p>		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	
<p>3. Develop and publish a Master Calendar of activities for the campus (departmental events, student events, alumni events, community events).</p>		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>

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		<ul style="list-style-type: none"> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	
4. Install video message boards/digital displays throughout campus with daily events and FVSU news.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
5. Provide regular updates of accomplishments of students and/or faculty and staff to the campus community.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>



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## STRATEGIC PRIORITY 1: EXCEPTIONAL STUDENT EXPERIENCE

**GOAL 4:** Increase the number and diversity of students who graduate and are equipped to succeed and excel in a knowledge and service-based economy.

**PERFORMANCE MEASURES / INDICATORS**

- Enrollment growth
- Retention and graduation rates
- Student engagement and satisfaction
- Digitalized processes and campus-wide access points
- Placement in careers/graduate programs
- High-quality/cutting edge learning opportunities

STRATEGIC PLAN ACTION STEPS	IMPLEMENTATION LEADERS WITH PRIMARY RESPONSIBILITY	ESSENTIAL ACTIVITIES	STATUS UPDATES
1. Target scholarships to attract and compete for high achieving students.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
2. Fully implement the one-stop-shop enrollment center.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>

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		<ul style="list-style-type: none"> <li>- Responsible department(s)/ organization units</li> <li>- Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>- Resource requirements</li> </ul> <ul style="list-style-type: none"> <li>▪ Action plan development</li> </ul>	
3. Package and market distinctive academic programs and learning opportunities.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>- Responsible department(s)/ organization units</li> <li>- Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>- Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
4. Ensure every student achieves the outcomes of the LEAP initiative (Leadership, Engagement, Achievement and Professionalism).		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>- Responsible department(s)/ organization units</li> <li>- Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>- Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
5. Increase the number of students who complete an internship/externship by expanding opportunities for experiential learning.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>

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		<ul style="list-style-type: none"> <li>▪ Determine key decision points               <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	
6. Institutionalize Residential Learning Communities (RLCs) to create learner-centered pathways to meet the diverse needs of students.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points               <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
7. Provide more faculty development to ensure that the latest technologies are incorporated into instruction.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points               <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
8. Incorporate competency-based trainings for faculty staff that impact student success.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>

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		<ul style="list-style-type: none"> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	
9. Incorporate more high impact practices for students—mentorship, study abroad, undergraduate research, leadership programs, etc.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
10. Develop a programming model based on the holistic development of students.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>

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## STRATEGIC PRIORITY 2: OPERATIONAL EXCELLENCE

### IMPLEMENTATION LEADERS

Dr. Olufunke A. Fontenot, Interim Chief of Staff to the President (Chair)

Ms. Michelle Martin, VP Business and Finance

Ms. Tineke Battle, Director of Human Resources

Ms. Sharee Lawrence, Registrar

Dr. Regina Ivory Butts, Chair, Department of Business and Economics

Dr. Bobby Dickey, Professor, Visual and Performing Arts and Media Studies Academic Department

Dr. Berletha Pitts, Assistant Dean, College of Arts & Sciences and Professor, Languages and Liberal Studies Academic Department

Dr. Reddick L. Chatmon, Associate Professor, Department of Behavioral & Social Sciences

Dr. Rayton Sianjina, Professor, College of Education

Dr. Dwayne Daniels, Professor and Chair, Biology, Chemistry, Computer Science and Mathematics

**GOAL 1:** Engage all units of the University in the design and implementation of a University-wide strategic communication strategy.

**PERFORMANCE MEASURES /** Appointment of Communication Success Team

**INDICATORS** Improvements in mission-critical communication

Improvements in customer satisfaction

Implementation/execution of best practices

STRATEGIC PLAN ACTION STEPS	IMPLEMENTATION LEADERS WITH PRIMARY RESPONSIBILITY	ESSENTIAL ACTIVITIES	STATUS UPDATES
1. Appoint a Communication Success Team to help implement, monitor, and assess the effectiveness of the University's strategic communication strategy.	Assignments to be done by the Chair in consultation with the team	<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>

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		<ul style="list-style-type: none"> <li>- Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>- Resource requirements</li> <li>▪ Action plan development</li> </ul>	
2. Create an information flow chart displaying communication dissemination throughout the University and responsibility for communication dissemination: Office of the President; Office of Academic Affairs; Office of Student Affairs; Office of Business and Finance; Office of Institutional Advancement; Office of Institutional Research; Human Resources; Athletics; Marketing and Communication; Colleges; Deans; Departments, etc.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>- Responsible department(s)/ organization units</li> <li>- Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>- Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
3. Identify the types of communication and timeframes considered to be mission-critical across all offices.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>- Responsible department(s)/ organization units</li> <li>- Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>- Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
4. Assess the quality of communication provided to internal and external stakeholders to determine the clarity and whether the desired outcome(s) was/were achieved.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>

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		<ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> <ul style="list-style-type: none"> <li>▪ Action plan development</li> </ul>	
5. Upgrade the delivery of mission-critical communication to internal and external stakeholders. Consider using the University website to showcase message portals from major University offices: President’s Corner, Provost’s Corner, Dean’s Corner, etc.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
6. Collaborate with other organizational excellence team members/groups: operational excellence and customer service to ensure the University websites stays current and relevant to mission-critical information.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
7. Upgrade the delivery systems to include videoconferencing/ teleconferencing, webinars, video updates, links to blogs and social media, and chat capabilities to mirror communication expectations for the 21 <sup>st</sup> century.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>



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		<ul style="list-style-type: none"> <li>▪ Determine key decision points               <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	
<p>8. Measure success/effectiveness using one or more of the following methods: the collection of benchmark data to assess the current state of the University communication process(es); document incremental evidence of improvements made by using rubrics, surveys, focus groups, interviews, etc.; make data-driven changes and or adjustments within the strategic communication strategy to ensure optimal productivity across all of the mission-critical communication provided to both internal and external stakeholders.</p>		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points               <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>

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## STRATEGIC PRIORITY 2: OPERATIONAL EXCELLENCE

**GOAL 2:** Improve the efficiency and effectiveness of University operations through a systematic and ongoing process of planning, assessment, and review.

**PERFORMANCE MEASURES / INDICATORS**

- Campus-wide operating processes and procedures
- Operational excellence plan that identify competencies at all levels
- Performance evaluation tools aligned with operations excellence
- Operations oriented professional development/growth opportunities
- Campus climate survey results

STRATEGIC PLAN ACTION STEPS	IMPLEMENTATION LEADERS WITH PRIMARY RESPONSIBILITY	ESSENTIAL ACTIVITIES	STATUS UPDATES
<p>1. Develop and align organizational practices, policies, and procedures to ensure campus-wide understanding of the University’s standard practices of operational procedures (SOP).</p>		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
<p>2. Require every college division to develop and implement standard operating procedures (SOPs) to include primary processes and procedures for that area.</p>		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>

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		<ul style="list-style-type: none"> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> <ul style="list-style-type: none"> <li>▪ Action plan development</li> </ul>	
3. Implement an “Operational Excellence Plan” that offers all employees organized professional learning to be provided throughout the year including new employee orientation, work-life balance/wellness, exceptional customer service, conflict resolution, interpreting and understanding institution guidelines and policies, manager/supervisor sessions, effective use of business systems/software, lecture series, and executive roundtable sessions.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
4. Require professional training for all employees related to their job responsibilities on a continuous basis. Develop and implement a tool to measure the success of the operational excellence plan.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
5. Develop an effective performance management process including an evaluation that identifies three university-wide competencies that are critical to the institution, two college/division competencies that are critical to the college/division, two departmental competencies that are critical to the		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>

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<p>department, and three individual competencies specific to positions that are critical to the success of the organizational excellence of the University.</p>		<ul style="list-style-type: none"> <li>- Responsible department(s)/ organization units</li> <li>- Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>- Resource requirements</li> <li>▪ Action plan development</li> </ul>	
<p>6. Develop corrective action plans within 60 days of adverse audit or monitoring findings.</p>		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>- Responsible department(s)/ organization units</li> <li>- Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>- Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>

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## STRATEGIC PRIORITY 2: OPERATIONAL EXCELLENCE

**GOAL 3:** Create and sustain a University-wide customer-centric culture to support operations excellence.

**PERFORMANCE MEASURES / INDICATORS** / Appointment of Customer Satisfaction/Customer Advocacy Team  
 Improvements in internal and external customer service  
 Professional development/growth opportunities

STRATEGIC PLAN ACTION STEPS	IMPLEMENTATION LEADERS WITH PRIMARY RESPONSIBILITY	ESSENTIAL ACTIVITIES	STATUS UPDATES
1. Staff a Customer Service and Customer Advocacy Center to receive the bulk of the incoming calls for the University to address the fact that over 80 percent of respondents to the SWOT survey identified customer service as a major weakness or threat and a major opportunity for improvement.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points               <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
2. Develop several tiers of customer service support: Tier 1 Customer Service Team; Tier 2 Designated Representatives from mission-critical offices/departments/divisions in the University; Tier 3 All University employees.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points               <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>

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<p>3. Provide campus-wide training for all employees related to improving customer satisfaction and customer service.</p>		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
<p>4. Measure on a regular basis whether the strategies designed to improve customer service are efficient and effective.</p>		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
<p>5. Create a customer-centric awareness campaign across the University to instill the mission, vision, and values of the University.</p>		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>

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		<ul style="list-style-type: none"> <li>▪ Action plan development</li> </ul>	
<p>6. Ensure employees who work directly with students “understand the needs of different student personas.”</p>		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
<p>7. Create and distribute products and materials that lend themselves to quick problem-solving capabilities; timeliness of responses to inquiries; and access to electronic frequently asked questions (FAQ).</p>		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
<p>8. Conduct appropriate training with staff and faculty to improve customer service skills. Such training could occur annually during Faculty/Staff Institute; within each major office and college; within each department/division/program; and individually, if warranted.</p>		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>

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		<ul style="list-style-type: none"> <li>– Resource requirements</li> <li>▪ Action plan development</li> </ul>	
<p>9. Measure success/effectiveness using one or more of the following methods: the collection of benchmark data to assess the current perceptions about customer service to document incremental evidence of improvements made by using rubrics, surveys, focus groups, interviews, etc.; and to make data-driven changes and or adjustments to maximize institutional progress towards optimal effectiveness and efficiency in customer care.</p>		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>



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## STRATEGIC PRIORITY 3: ORGANIZATIONAL IDENTITY

### IMPLEMENTATION LEADERS

Dr. Anthony Holloman, VP Advancement (Chair)

Director of Marketing (to be named)

Dr. Meigan Fields, Associate Professor, Behavioral and Social Sciences

Dr. Mohammed Ibrahim, College of Agriculture, Family Sciences and Technology

Chief Anita Allen, Chief of Police

Mr. RJ Mathis, Assistant to the President and Director of Special Events

Dr. Tamara Payne, Director, Center for Teaching and Learning and Associate Professor, Department of Behavioral & Social Sciences

Dr. Washella Simmons, Associate Professor, Languages and Liberal Studies Academic Department

Dr. Frederick McLaughlin, Professor and Program Coordinator, Biology

Dr. Michelle Drew, Faculty Senate Secretary and Business Administration and Economics Academic Department

**GOAL 1:** Systematically promote FVSU’s outstanding contributions and its role as a critical resource and valuable education and economic partner.

**PERFORMANCE MEASURES / INDICATORS**

- Enrollment growth
- Increased alumni support and alumni giving
- Increased awareness/knowledge of FVSU
- Positive mentions in media

STRATEGIC PLAN ACTION STEPS	IMPLEMENTATION LEADERS WITH PRIMARY RESPONSIBILITY	ESSENTIAL ACTIVITIES	STATUS UPDATES
1. Develop and execute an overarching marketing strategy that creates greater awareness and informed advocacy, which enables FVSU to control its story.	Assignments to be done by the Chair in consultation with the team	<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>

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		<ul style="list-style-type: none"> <li>- Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>- Resource requirements</li> </ul> <ul style="list-style-type: none"> <li>▪ Action plan development</li> </ul>	
2. Promote awareness of FVSU's contributions and its role as a resource and valuable partner.		<ul style="list-style-type: none"> <li>▪ Determine "as is status/situation"</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>- Responsible department(s)/ organization units</li> <li>- Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>- Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
3. Support the Alumni Office and National Alumni Association in the development and implementation of a comprehensive alumni engagement strategy to engage alumni as greater champions of FVSU.		<ul style="list-style-type: none"> <li>▪ Determine "as is status/situation"</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>- Responsible department(s)/ organization units</li> <li>- Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>- Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
4. Strengthen systems and processes for obtaining and disseminating information to support student enrollment, increase visibility, and effectively communicate to key constituencies.		<ul style="list-style-type: none"> <li>▪ Determine "as is status/situation"</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>

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		<ul style="list-style-type: none"> <li>- Responsible department(s)/ organization units</li> <li>- Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>- Resource requirements</li> </ul> <ul style="list-style-type: none"> <li>▪ Action plan development</li> </ul>	
5. Upgrade FVSU’s website design and content, the release of information, and the way the website showcases FVSU.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>- Responsible department(s)/ organization units</li> <li>- Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>- Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
6. Implement a weekly column in the local newspaper to provide information about FVSU accomplishments, activities, and events.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>- Responsible department(s)/ organization units</li> <li>- Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>- Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
7. Restore FVSU’s radio and television station to provide information and entertainment through these forums.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>

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		<ul style="list-style-type: none"><li>▪ Determine key decision points<ul style="list-style-type: none"><li>– Responsible department(s)/ organization units</li><li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li><li>– Resource requirements</li></ul></li><li>▪ Action plan development</li></ul>	
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## STRATEGIC PRIORITY 3: ORGANIZATIONAL IDENTITY

**GOAL 2:** Improve the FVSU experiences for constituents (alumni, current students, potential students, faculty, staff, and community partners).

**PERFORMANCE MEASURES / INDICATORS**

- Enrollment growth
- Satisfaction survey results
- Retention and graduation rates
- Increase in alumni giving

STRATEGIC PLAN ACTION STEPS	IMPLEMENTATION LEADERS WITH PRIMARY RESPONSIBILITY	ESSENTIAL ACTIVITIES	STATUS UPDATES
<p>1. Establish a process that indoctrinates incoming freshmen with a positive experience about the University that lasts throughout their tenure.</p>		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
<p>2. Expose students to more collegiate experiences (academic conferences, athletic competitions, and faculty-student interactions).</p>		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>

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		<ul style="list-style-type: none"> <li>▪ Action plan development</li> </ul>	
<p>3. Develop and execute multi-methods to bring the community back to the campus, whether through ongoing lecture series, conferences, or academic and social events.</p>		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
<p>4. Engage alumni in a way that keeps them informed and makes them feel a part of the University more regularly and not just for homecoming.</p>		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
<p>5. Increase the attendance at FVSU events, including academic presentations and social and sporting events.</p>		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>

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		<ul style="list-style-type: none"> <li>– Resource requirements</li> <li>▪ Action plan development</li> </ul>	
<p>6. Strengthen strategic relationships with potential donors, supporters, and friends of FVSU.</p>		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>

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## STRATEGIC PRIORITY 3: ORGANIZATIONAL IDENTITY

**GOAL 3:** Foster an environment of trust and collaboration by promoting transparency and effective communication.

**PERFORMANCE MEASURES /** Climate and satisfaction survey results

**INDICATORS**

Advocacy across local, state, and national audiences

Graduating students survey results

STRATEGIC PLAN ACTION STEPS	IMPLEMENTATION LEADERS WITH PRIMARY RESPONSIBILITY	ESSENTIAL ACTIVITIES	STATUS UPDATES
<p>1. Design and conduct an annual climate and satisfaction survey to solicit opinions and perceptions from employees and students.</p>		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
<p>2. Ensure key factors influencing the perception of FVSU’s identity are accurate and timely information.</p>		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>



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<p>3. Improve FVSU’s image by challenging students, faculty, staff, and alumni to identify ways to positively represent the University.</p>		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
<p>4. Showcase FVSU faculty, alumni, and students by way of its website, social media, newsletter, news reports, and other means of communication.</p>		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
<p>5. Provide regular and timely information about FVSU and its affairs on its website and through a distribution of information from the University.</p>		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>

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		▪ Action plan development	
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## STRATEGIC PRIORITY 4: ENGAGEMENT AND COLLABORATION

### IMPLEMENTATION LEADERS

Dr. Govind Kannan, Vice President for Economic Development and Land-Grant Affairs (Chair)

Ms. Emma Bennett- Williams, Director of Legal and Government Affairs

Mr. Brou Kouakou, Director of International Agriculture & Coordinator, Georgia Small Ruminant Research and Extension Center (GSRREC), College of Agriculture, Family Sciences and Technology

Dr. Ramon Stuart, Provost and VP, Academic Affairs

Ms. Danyelle Barry, Director, Title III

Dean, College of Education and Professional Studies

Dean Ralph Noble, College of Agriculture, Family Sciences and Technology

Jessica Jefferson, Assistant Professor, College of Education

**GOAL 1:** Enhance research and outreach programs in agricultural and natural resources, engineering technology, and youth, family, and community development to effectively address global food security and rural health and economic challenges.

**PERFORMANCE MEASURES /** Results of research and outreach programs

**INDICATORS** Number of research and outreach programs partnerships

STRATEGIC PLAN ACTION STEPS	IMPLEMENTATION LEADERS WITH PRIMARY RESPONSIBILITY	ESSENTIAL ACTIVITIES	STATUS UPDATES
<p>1. Develop new research and outreach programs across Agriculture and Natural Resources, Family and Consumer Sciences, Engineering Technology, Veterinary Sciences and Public Health, and 4-H and Community Development, to effectively address local, state, and national needs by securing external funding from USDA, DoD, NSF, DoE, and industry.</p>	<p>Assignments to be done by the Chair in consultation with the team</p>	<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>

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<p>2. Incorporate technology in education, research, and outreach programs.</p>		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
<p>3. Develop a Center of Innovation and Entrepreneurship that ties in all departments in the University and create partnerships with Centers of Innovation throughout Middle Georgia. The Center will be tasked to pursue partnerships with Robins Air Force Base, Software Industry, Agriculture industry, Middle Georgia K-12 schools, Middle Georgia STEM Alliance, technical colleges, universities, NGOs, international institutions, and USDA Agriculture Research Service Labs to create opportunities for our undergraduate and graduate students. The Center will also expand the FVSU Business and Industry Cluster (comprised of representatives from business, industry, and government) to help industry partners achieve research, outreach, philanthropic, and hiring goals.</p>		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
<p>4. Develop a matrix that shows how current programs of study have impact on other innovation industries.</p>		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>

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		<ul style="list-style-type: none"> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	
5. Establish a webpage to list all student research and internship opportunities both on- and off-campus, as well as state and national legislative internship/fellowship opportunities and actively encourage students to apply. Encourage students to apply for state and national legislative fellowships and internships.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
6. Engage business and industry representatives in reviewing and revising curriculums.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
7. Create a political science-centered experiential learning program with local/regional community partners.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>

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		<ul style="list-style-type: none"><li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li><li>▪ Determine key decision points<ul style="list-style-type: none"><li>– Responsible department(s)/ organization units</li><li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li><li>– Resource requirements</li></ul></li><li>▪ Action plan development</li></ul>	
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## STRATEGIC PRIORITY 4: ENGAGEMENT AND COLLABORATION

**GOAL 2:** Develop infrastructure and programs to encourage creativity, innovation, and entrepreneurship in students, faculty, and community members that result in creation of sustainable small businesses and development of regional economy.

**PERFORMANCE MEASURES / INDICATORS**

- Increase in the number of innovation and entrepreneurship programs
- Internship and community engagement opportunities
- Business and community partners survey results
- Faculty/student engagement in innovation and entrepreneurship opportunities

STRATEGIC PLAN ACTION STEPS	IMPLEMENTATION LEADERS WITH PRIMARY RESPONSIBILITY	ESSENTIAL ACTIVITIES	STATUS UPDATES
1. Institutionalize the practice of engaging faculty, staff, and students in entrepreneurship activities.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
2. Develop and implement mutually beneficial partnerships for innovation and entrepreneurship opportunities.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>

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		<ul style="list-style-type: none"> <li>– Resource requirements</li> <li>▪ Action plan development</li> </ul>	
3. Fully maximize the resources and networks of the FVSU Business and Industry Cluster.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
4. Establish a sustained and comprehensive entrepreneurship-based program to engage faculty, staff, and students.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
5. Build new, and enhance existing, economic partnerships to enhance innovation, community economic development, and entrepreneurship.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>



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		<ul style="list-style-type: none"><li>- Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li><li>- Resource requirements</li><li>▪ Action plan development</li></ul>	
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## STRATEGIC PRIORITY 4: ENGAGEMENT AND COLLABORATION

**GOAL 3:** Align academic, research, and outreach service programs to better address the needs of business/industry groups and federal/state agencies and prepare students with marketable knowledge, skills, and experience.

**PERFORMANCE MEASURES / INDICATORS**

- Industry job placements
- Curriculum revisions
- Market driven curriculum development
- Curriculum alignment with business/industry

STRATEGIC PLAN ACTION STEPS	IMPLEMENTATION LEADERS WITH PRIMARY RESPONSIBILITY	ESSENTIAL ACTIVITIES	STATUS UPDATES
<p>1. Develop and promote new programs based on trends data and best practices.</p>		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
<p>2. Implement curriculum development, curriculum revisions, and program improvements through consistent use of assessment and “best practices” educational research.</p>		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>

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		<ul style="list-style-type: none"> <li>– Resource requirements</li> <li>▪ Action plan development</li> </ul>	
3. Recruit, recognize, and retain exceptional faculty who have demonstrated tangible success in their field of study.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
4. Institutionalize the practice of continuous learning and professional development of students, faculty, and staff.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>

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## STRATEGIC PRIORITY 4: ENGAGEMENT AND COLLABORATION

**GOAL 4:** Build mutually beneficial, diverse partnerships with community groups, K-12 schools, technical colleges, universities, veterans’ organizations, government agencies, NGOs, and industry by effectively leveraging FVSU’s strengths with an objective of providing better service to our stakeholders.

**PERFORMANCE MEASURES / INDICATORS**     Number of new programs  
 Best practices driven curriculum revisions and program improvements  
 New course alignment with business/industry needs

STRATEGIC PLAN ACTION STEPS	IMPLEMENTATION LEADERS WITH PRIMARY RESPONSIBILITY	ESSENTIAL ACTIVITIES	STATUS UPDATES
1. Develop and implement mutually beneficial targeted partnerships with elementary, secondary schools, community colleges, and business and governmental agencies.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
2. Build new, and enhance, existing economic partnerships to enhance community economic development.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>

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		<ul style="list-style-type: none"> <li>– Resource requirements</li> <li>▪ Action plan development</li> </ul>	
<p>3. Institutionalize a culture of service through university-wide initiatives that encourage and reward internal and external collaboration.</p>		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>

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## STRATEGIC PRIORITY 4: ENGAGEMENT AND COLLABORATION

**GOAL 5:** Strengthen relationships with US and Georgia legislators by engaging our elected leaders, and amplify our outreach activities by educating the communities we serve on government and legislative issues that may impact their lives.

**PERFORMANCE MEASURES / INDICATORS**      Increased engagement with policy makers  
 Recurring revenue for operations and capital improvements  
 Funding for programs and facilities

STRATEGIC PLAN ACTION STEPS	IMPLEMENTATION LEADERS WITH PRIMARY RESPONSIBILITY	ESSENTIAL ACTIVITIES	STATUS UPDATES
1. Establish a legislative action work group to assist in developing and building support for FVSU’s legislative agenda.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
2. Engage key elected officials in supporting FVSU’s annual legislative agenda.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points                             <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>

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		<ul style="list-style-type: none"> <li>▪ Determine key decision points               <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	
3. Invite key legislator to FVSU to participate in forum’s related to FVSU’s legislative agenda.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points               <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
4. Identify alumni who have professional and/or personal relationships with key legislators.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points               <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>
5. Utilize business partners who have relationships with key legislators to gain legislative access.		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>

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		<ul style="list-style-type: none"> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points               <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	
<p>6. Devote an annual percentage of FVSU’s operating budget to legislative action.</p>		<ul style="list-style-type: none"> <li>▪ Determine “as is status/situation”</li> <li>▪ Identify current plans/initiatives</li> <li>▪ Determine support/information from Office of Institutional Planning Research &amp; Effectiveness</li> <li>▪ Determine key decision points               <ul style="list-style-type: none"> <li>– Responsible department(s)/ organization units</li> <li>– Strategic plan life cycle: Year 1, Year 2, Year 3, Year 4, Year 5</li> <li>– Resource requirements</li> </ul> </li> <li>▪ Action plan development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly: 1<sup>st</sup> 45 days</li> <li>▪ Bi-Monthly</li> </ul>