

VALDOSTA STATE UNIVERSITY 2011/12 - 2015/16 CROSSWALK OF STRATEGIC PLAN GOALS AND STRATEGIES WITH SUBCOMMITTEE OBJECTIVES

SP Goal	SP Strat.	Cmmte	Subcommittee	Objective	Timeline	Responsibility	Evaluation Method
1	A	Academic	Recruitment and Advising	Improve and expand DegreeWorks so that it can be used as an advising tool prior to enrollment (before the applicant is "rolled" to student).	Year 1: Attempt to implement Year 2: integrate in to the advising process for transfer students Year 3: tweak and evaluate Year 4: tweak and evaluate Year 5: tweak and evaluate	Admissions, Registrar's Office and IT	Feedback from students and advisors
1	A	Finance	Fiscal Responsibility/ Stewardship	Empower departments and faculty to schedule more summer courses to meet student needs. Eliminate flat summer budgeting and encourage entrepreneurial course offerings that generate revenue.	Plan now for summer 2012.	Provost, Deans Council, and Department Heads Council	Student enrollment in summer classes. Tuition and fee \$ generated by summer classes (revenue over expenses).
1	B	Diversity of Membership and Opp.	Access and Admission	Survey residents in our region to determine needs, interests in degree programs.			
1	B	Diversity of Membership and Opp.	Access and Admission	Anticipate future needs for courses, technology, etc., for students coming from K-12 schools, communicating with the representatives about trends.			
1	B	Cmnty	Economic Driver for Region	Move away from a more traditional liberal arts approach to defining curriculum and more toward a more applied approach: identify skill set and courses that develop the skill set, and expand minors.			
1	C	Diversity of Membership and Opp.	International	Recruit and enhance the number of international students at the undergraduate and graduate levels.	2014	CIP and Provost	1% increase in the number of international students per year
1	C	Academic	Recruitment and Advising	Offer accessible, personalized content to potential students and parents via electronic-brochure.	Year 1: Attempt to secure funding from Strategic Focus Funds. If successful, create content for e-brochure. Year 2: Implement and gather data. Year 3: Continue to gather data and evaluate. Year 4: Update content and continue to evaluate. Year 5: Evaluate program	Director of Admissions	On-going reports from company

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1	C	Academic	Recruitment and Advising	Expand and strengthen VSU's current advertising efforts by adding social media and other web advertising.	Year 1: Pilot Facebook advertising targeted at high school prospects. Year 2: Expand on pilot and add LinkedIn advertising aimed at adult students and graduate programs. Year 3: Tweak based on results or possibly add a new (as yet unknown) vehicle. Year 4: Continue as indicated. Year 5: Continue as indicated	Director of Marketing	Web marketing efforts can be readily measured for # impressions and # of click-through, as well as email addresses collected in some cases and actions taken. Undergraduate enrollment and feedback from prospective students
1	D	Academic	Curricular Innovation	Increase the number of accelerated Bachelors to Master's degree programs.	Year 1- collect baseline data and identify programs interested/able to develop accelerated programs. Years 2-5 increase # of programs	Provost, Deans, Department Heads	Add 3-5 new accelerated programs in 5 years.
1	E	Academic	Curricular Innovation	Increase engaged learning opportunities in Freshman Learning Communities.	Year 1-invite FLC teaching teams to meet and propose activities/assignments, etc. that cross courses and increase engagement between students and the teaching team Years 2-5 increase the number of FLC teaching teams involved.	Coordinator of FLC and SRA	Prepare summary of types of engaged opportunities offered in FLC's- ask teaching teams (with SRA) to evaluate the success of these opportunities and increase the number of FLC's participating in increasing engagement opportunities. Survey students to determine their perceptions of these increased opportunities.
2	A	Diversity of Membership and Opp.	Broadly Represented Constituencies	Enhance the diversity and cultural competence of all staff so every university unit evolves into an even more inclusive and congenial environment.	Continuous	???	Committee
2	B	Diversity of Membership and Opp.	Broadly Represented Constituencies	Create more diversity "on the front line": areas such as Admissions, Student Affairs & the Library.	Continuous	Maggie Viverette?	External Committee

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2	B	Diversity of Membership and Opp.	Employee Development and Cultivation	Package the comprehensive professional development program as a recruitment and retention tool.	Implement by spring 2012.	HR and Academic Affair Department	Confirm the product is delivered on time.
2	B	Academic	Research and Scholarship	Change CUPA-HR salary policy and develop new model for dealing with hiring, raises and salary compression in order to attract and retain motivated faculty.	FY 12	President	
2	C	Diversity of Membership and Opp.	International	Create an International Campus Climate.	2015	Student Affairs VP and CIP	Use an International Climate Survey of international and native students to measure change longitudinally with positive climate growth expected each year
2	D	Academic	Curricular Innovation	Increase the number of Study Abroad (SA) opportunities and provide creative alternatives for funding student participation.	Year 1-Identify baseline information Years2-5: develop increased funding options for students & increased (SA) opportunities	Director of International Programs, Development Director, Deans & Provost	Increase the number of students participating in SA opportunities by 5% Increase funding options for students who need financial assistance to participate in SA (increase the amt of university/ grant/ other financial support for SA participation by 5%
2	E	Diversity of Membership and Opp.	International	Increase international partnerships' activities in the areas of student and faculty exchanges, mutual research collaborations and joint/double degree programs.	2016	CIP, Provost, Deans, and Department Heads	Increase each element of objective by 5% over timeline period
2	F	Diversity of Membership and Opp.	International	Increase and promote study abroad activities.	2013	CIP and Study Abroad Program directors	1% increase in the number of study abroad students per year
3	A	Diversity of Membership and Opp.	Access and Admission	Continued improvement in advising quality and consistency from admissions to graduation.			

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3	A	Diversity of Membership and Opp.	Access and Admission	Develop technology triage to evaluate needs of incoming students and provide training to get them ready for courses.			
3	A	Diversity of Membership and Opp.	Broadly Represented Constituencies	Examine the student population (majors) in all disciplines and determine why certain patterns persist.	Continuous	???	Committee
3	A	Academic	Recruitment and Advising	Improve quality of academic advising for entering freshmen and students at the lower-division level.	Year 1: Identify and train departmental advisers who will advise during freshman orientation; establish a “command center” to answer advising questions during this period; establish a university-level council? committee? of Academic Advisers to strengthen the interface between the Admissions Office, Registrar’s Office, Advising Centers, and academic departments. Year 2: Establish and staff an Advising Center for the College of Arts and Sciences. Year 3: Establish an Advising Center for the College of Nursing? Year 4: Continue to develop materials and to offer training for new advisers sessions. Year 5: Continue training.	To be determined	Feedback from students and advisors
3	A	Academic	Research and Scholarship	Increased funding for undergraduate student travel to present research.	FY 12	Planning and Budget Committee	
3	A	Academic	Retention and Graduation	Seek campus-wide input on how to revise Orientation to increase student connections w/ VSU/ each other (e.g., optional night in dorm) & reduce confusion (e.g., enforce deadlines to reduce walk-ins & thus ensure adequate advisors on hand).	Fall 2011 – Spr. 2012	Brenda Beasley & Walter Peacock	Increased Student-Parent satisfaction w/ Orientation by Summer 2014

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3	A	Academic	Student Engagement	To offer research scholarships for all students in order to attend research conferences.	On-going	Provost, /Grants & Contracts	Tally of projects annually
3	B	Diversity of Membership and Opp.	Employee Development and Cultivation	Establish a dedicated full-time position in Academic Affairs to coordinate and promote faculty development.	Post position by summer 2011 and hire by fall 2011.	Provost	Position filled.
3	B	Finance	Fiscal Responsibility/ Stewardship	Continued growth of supersections with adequate and flexible faculty incentives. (For example, if a course of 149 students only counts as one class or 274 students counts for two courses, faculty will lack the incentive to teach these large sections).	Immediate need to be addressed by the deans and Provost	Provost and Deans Council	Enrollment of students in supersections. # of faculty participating.
3	B	Academic	Research and Scholarship	Doubling number of faculty reassignments and LWP by FY 2012.	FY 12	Provost	
3	C	Academic	Recruitment and Advising	Improve academic advising at the departmental level.	Year 1: Identify departmental advisers and connect them with University advising committee or council Year 2: designate and train transfer advisers in each academic department; develop a plan to "incentivize" advising at the departmental level.	Department Heads	
3	D	Finance	Fiscal Responsibility/ Stewardship	More staffing for sponsored research and departmental support for grants.	Immediate need. Grow staffing as our portfolio expands.	Provost, Deans Council, and Department Heads Council	Comparative analysis of sponsored research staffing at other regional universities. # proposals written.
3	D	Academic	Research and Scholarship	Expansion of Office of Sponsored Programs & Research Administration.	FY 12	VP of Finance	
3	D	Academic	Research and Scholarship	Capital project within three years to alleviate lack of research space.	By FY 14	Planning and Budget Committee	
3	E	Academic	Research and Scholarship	Comprehensive reform of faculty support services.	End of FY 12	Deans, Department Head and Directors	
4	A	Cmnty	Economic Driver for Region	Branding of the University: Identify three - four areas to develop as a regional/national presence (i.e. Health Care).			

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4	B, C, D, E, F	Finance	Philanthropy	Reviewing current policies and develop a comprehensive university-wide development plan.	2011-12	Cabinet or committee appointed by VP's	Completion of plan
4	D	Finance	Philanthropy	Develop a marketing & public relations campaign and budget. Short and Long-term.	2011-16	Committee made up of representative from Marketing, Cmncs, Admissions, Athletics, Advancement	Plan completion & Updates
5	A	Cmmtly	Economic Driver for Region	Job readiness for students: require student experiential learning through internships and other activities, require job readiness skills as part of curriculum.			
5	A	Cmmtly	Economic Driver for Region	Interdisciplinary opportunities for students and faculty to ensure marketability: increase course and minor options available to students, expand business courses to non-majors.			
5	A	Academic	Recruitment and Advising	Update, upgrade, and continuously review VSU's website.		Thressea Boyd	
5	A	Academic	Student Engagement	Improve classroom attendance in all courses.	ASAP / per semester	IT Dept & all academic deans	Increased attendance should factor into higher GPA's across campus
5	A, B	Cmmtly	Community Involvement in Curriculum	Est. Advisory Boards in each dept. across campus.	2012	Department Heads	Advisory Board lists completed and sent to Phil Allen
5, 6	B, C	Finance	Philanthropy	Review recognition levels and our approach to stewardship.	2011-16	VP of Adv. and Development Officers	Review of marketing materials
5	C	Diversity of Membership and Opp.	Access and Admission	Assessment of reasons students leave VSU, particularly for 2-year institutions.			

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5	C	Finance	Facilities	Perform research on current facilities capacity to determine what types of spaces are currently under sized for the current population and what types of spaces need to be added as students increase: Offices (faculty and staff), Classrooms, Research space, and Lab space. Perform assessment of recreational space, both interior and exterior. Determine if current facilities are sized correctly for the current population and what areas need to increase as the population increases. Identify recreation areas that add to student recruitment and prioritize those higher.	6 – 12 Months	Institutional Research	Inventory and analysis; comparison to additional programs
5	C	Finance	Facilities	Complete a new master plan or update the previous master plan; there needs to be a long range plan that shows planning for different areas; plan for continuing ed campus; plan for area behind College of Nursing. Additionally, although committee knew plans and master plans existed, they felt they were not easily accessible by faculty, staff, students.	12 – 24 Months	Instructional Research/Physical Plant	Inventory and analysis; base facilities needs on strategic plan
5	C	Finance	Facilities	Committee considered IT infrastructure as facilities; Need to research IT infrastructure to identify areas that are undersized and develop a plan to improve; if not included in another sub-committee, IT infrastructure research should also include the number of people in IT who support campus.	6 – 12 Months	Institutional Research/IT	Inventory and analysis; comparison
5	C	Finance	Facilities	Develop campus standards for the appearance of buildings. Develop plans to enhance the specific areas of campus that would enhance the look of campus and improve recruiting. Campus appearance is a strength, many students say they choose VSU because of the appearance of the campus; to protect that strength, campus should have appearance or construction standards; and improve appearance in areas that would further complement recruiting of students.	6 months	Physical Plant/Campus Beautification Committee; students	Inventory, analysis, prioritization, survey

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5	C	Finance	Fiscal Responsibility/ Stewardship	Better use of technology: integrating systems and electronic routing and approval of forms.	Ongoing	Information Technology and Provost	Volume of paperwork and cost. Timeliness of approval.
5	C	Finance	Grounds	Fully implement TPMP recommendations for Special Mgmt. Zone #1: soil aeration/ remediation; bedding/mulching of tree clusters.	Ongoing	CBSS Chair + Bobby Flowers	Monitored by CBSS and EIC chairs.
5	C	Finance	Grounds	Rebuild irrigation system, integrate with new rainwater collection system on existing bldgs. (retrofit) and new bldgs. (design features)	By 2015	Ray Sable, Marshall McLane, John Crawford	Place on agenda of Planning and Budget Council
5	C	Finance	Grounds	Stream restoration, incl. debris removal, bank stabilization, erosion control (seek funds for former), native plantings and invasive exotic species removal.	2011 through 2016	Ray Sable, Bobby Flowers, John Crawford	Monitored by CBSS and EIC, work with Grants and Contracts for funding
5	C	Finance	Grounds	Extend native landscape demonstration project and permeable walkway through SMZ #1 (see 2 above) and other wooded areas; Develop campus educational signage, maps, brochures featuring species and systems of natural areas.	By 2016	CBSS Chair, Landscape Architect	Job requirement for future landscape architect
5	C	Finance	Grounds	Continue CBSS/Admin collaboration to guide new development away from wooded areas.	Ongoing	Pat Schloss, CBSS Chair	Monitored by CBSS and EIC chairs.
5	C	Finance	Grounds	Encourage (if not require) architects to design uses of heart pine lumber from VSU trees in renovations and new construction.	Ongoing	Pat Schloss, John Crawford	Add to checklist for pre-design meetings.
5	C	Finance	Grounds	Work with garden clubs on Camellia Trail/Garden enhancements.	Ongoing	Bobby Flowers	Monitored by CBSS
5	C	Finance	Grounds	Explore "green roof" possibilities on existing and new bldgs; collaborate with student clubs and community on community gardens.	2011 through 2016	Ray Sable	Via Campus Climate Commitment (energy conservation strategy)
5	C	Finance	Grounds	Apply for Tree Campus USA status (Arbor Day Foundation).	By Dec. 2011	CBSS Chair, Bobby Flowers	When designation awarded.
5	C	Academic	Retention and Graduation	Increase coordination b/t retention programs, perhaps through an Undergraduate Advising Center so all freshmen have a specific person to contact for support help and someone Faculty & Staff can contact if a freshman is having problems.	Fall 2011 – Spr. 2012	Chere Peguesse	Improved 1st year retention rates by Fall 2014



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5	C	Academic	Retention and Graduation	Seek campus-wide input on how to create a Culture of Increased Student Responsibility (i.e., impose more consequences when students are on probation) that is balanced w/ Increased Support (e.g., facilitate campus information-sharing on orientation & retention programs; additional support for freshmen in super sections; encourage students to allow VSU to contact a family member if the student is having problems).	Fall 2011 – Spr. 2012	Provost Gunter & VPSA Mast	Improved 1st year retention rates by Fall 2014
5	C	Academic	Student Engagement	Link student research to Co-op & Career Services.	On-going	Ann Stone / Co-op Career Services	Same as above
5	D	Diversity of Membership and Opp.	Employee Development and Cultivation	Perform employee development (faculty, staff and administrators) needs analysis. Recommend a team be formed with all constituents represented (faculty, staff, administrators) to develop the methodology to include both surveys and focus groups.	Team formed spring semester 2011, method developed summer 2011, implemented fall 2011 with final report complete by November 2011.	Needs Analysis Committee Chair	That the needs analysis is completed by the deadline and is thorough and leads to actionable items.
5	D	Diversity of Membership and Opp.	Employee Development and Cultivation	Establish college and division liaisons to assist with the promotion and identification of employee development needs who can work with key departments on campus that provide training and development.	Identify by spring semester 2011	Dean’s and Division Heads	Confirm that group is established by end of spring 2011.
5	D	Diversity of Membership and Opp.	Employee Development and Cultivation	Design and promote a consolidated (“one-stop shop”) employee development resource website that includes access to tutorials, training announcements, and links to other development related websites.	Implement before the start of fall 2011.	The team of liaisons established in objective 2.	Webpage developed and operational by fall 2011.
5	D	Diversity of Membership and Opp.	Employee Development and Cultivation	Re-evaluate location for training and development courses to make it more accessible to attendees.	As soon as possible	Facilities Management	Attendees survey feedback
5	D	Finance	Grounds	Fill Grounds Supervisor position with Landscape Architect.	As soon as budget allows	Pat Schloss, Ray Sable	Done when filled.
5	E	Finance	Facilities	Develop a plan to improve the environmental impact of the campus.	6 months	Physical Plant/Environmental Issues Committee; PBC, students	Inventory, analysis, prioritization, survey

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6	A	Cmmtty	Community Involvement in Curriculum	Construct a new or renovate existing building for (i.e., experiential science/art gallery – multipurpose building that would bring the community to campus).	2016	College of Arts College of Education College of Arts & Sciences	Structure ready for use
6	A	Cmmtty	Community Involvement in Curriculum	Improve community/visitor parking.	2012	Rob Kellner	Increase spaces and signage for visitors
6	A	Cmmtty	Community Involvement in Curriculum	Expand number of community outreach activities provided each year.	2013	Person responsible for outreach in each college	Increase in the number of community activities originating from each college
6	A	Cmmtty	Cultural Center	Incorporate additional traditional and nontraditional forms of marketing.	In-progress	Mary Gooding, Duke Guthrie	Track use of the systems and any increase in audience attendance
6	A	Cmmtty	Cultural Center	Increase the number of pre-show/post-show discussions and activities associated with artistic events.	In-progress	Howard Hsu, Jacque Wheeler, Blake Pierce,	The number of additional scheduled events
6	A	Cmmtty	Cultural Center	Increasing accessibility to the arts through changes in programming, venues and cost.	In-progress	Doug Farwell, Duke Guthrie, Julie Bowland	The number of additional scheduled events, increase in audience attendance and adjustment of ticket prices for limited events.
6	A	Cmmtty	Cultural Center	Explore a significant multi-disciplinary festival presentation to focus attention of the importance and availability of the arts.	2011-2012	John Gaston	A proposal for a festival or a rationale for the impracticality of the proposal.
6	A	Cmmtty	Cultural Center	Explore designation opportunities that recognize the excellence and diversity of the arts activities offered by the university and in the community.	2011-2012	John Gaston, Carl Cates, Jim Shrader, Blake Pierce	A listing of any possible designations which would ultimately lead to a designation within the 5 year time line.

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6	A	Academic	Curricular Innovation	Increase the number of students/faculty opportunities to interact with businesses, schools, and other local and regional institutions.	Year 1-invite faculty/students teams to meet and propose activities/projects, etc. that relates classroom learning to real-world problems. Years 2-5 increase the number of faculty/students/ businesses teams involved.	Provost, Deans, Department Heads, Co-op office	Increase the number of faculty /student teams participating community real world activities as a component of their curriculum. Survey students to determine their perceptions of these increased opportunities.
6	A	Academic	Research and Scholarship	University publication, electronic or otherwise, acknowledging faculty research accomplishments.	Twice per year; to begin Fall 2011	Dean of Research	
6	A	Academic	Student Engagement	Campus wide informational program promoting awareness of campus accomplishments and statistics.	On-going	Marketing / PR Dept	Retention and exit surveys(should be standardized by SRA & mandatory in all capstone/ sr thesis courses
6	B	Academic	Curricular Innovation	Increase student participation internship and service learning opportunities.	Year 1- identify current internship/service learning opportunities. Years 2-3- develop an organizational structure to coordinate internships/service learning opportunities university-wide (possibly link to advising ctr)	Provost, Deans, Dept. Heads and internship/service learning stakeholders (ie. coop ed)	Increased number of internship and service learning opportunities linked to academic curriculum
6	B	Cmmtly	Economic Driver for Region	Establish a Center for Entrepreneurship and Innovation: interdisciplinary, incorporate Small Business Development Center.			
6	B	Diversity of Membership and Opp.	International	Create a liaison committee of business, Moody, health care, and the local community to increase collaborative involvement in internationalization.	2012	President	The establishment of such a collaborative entity and its ongoing functioning
6	C	Finance	Fiscal Responsibility/ Stewardship	Professional development of staff to learn new rules and regulations.	Ongoing	Vice Presidents	\$ expended on external professional development and continuing education for staff. # staff members given professional development opportunities.