



# STRATEGIC PLAN

## 2024-2029

**“STILL IN MOTION: CELEBRATING 75 YEARS OF EXCELLENCE”**





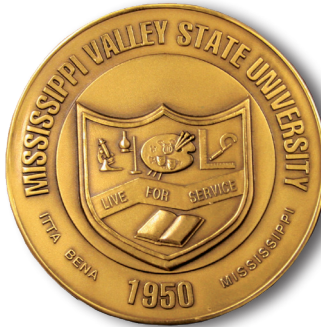
MISSISSIPPI VALLEY STATE UNIVERSITY

LIVE FOR SERVICE

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## MESSAGE FROM THE PRESIDENT

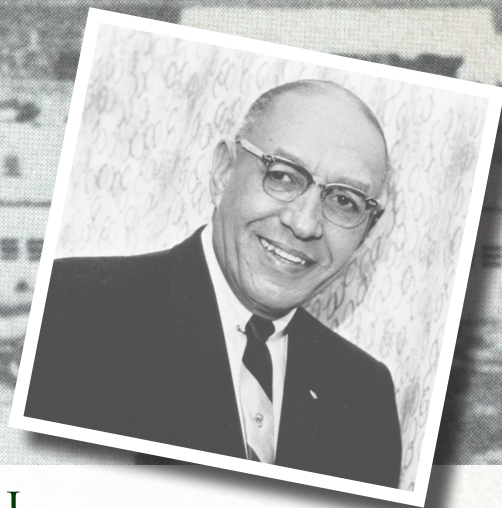
Planning is an essential element in the progressive growth of an institution. Programmatic activities of the institution function effectively when they are appropriately described, well-implemented, and properly evaluated. The planning process is the primary means by which the institution evaluates its progress, sets goals for the future, and determines its overall effectiveness. It is a process that is comprehensive and continuous.

In the spirit of continuity, the MVSU 2024-2029 Strategic Plan builds on the foundation of the previous strategic plan. While we have made progress toward achieving each of the strategic goals, there is still a need to address them further through this new strategic vision: “Valley In Motion”. The MVSU 2024-2029 Strategic Plan has been organized and presented in a manner that outlines our strategic goals, priorities, and actions accordingly. In this way, we can easily see how our efforts over the next five years will help us achieve One Goal-student success; One Team-the University and community working together; One Valley-students, faculty, staff, alumni and friends actively demonstrating school pride and spirituality that is second to none; and In Motion- being strategic in assuring we remain a viable first-choice institution for those seeking an exceptional educational opportunity.

The MVSU 2024-2029 Strategic Plan focuses on delivering quality academic programs, creating an innovative, learner-centered environment, connecting with the local community, fostering institutional pride, and strengthening the institutional infrastructure. Mississippi Valley State University has been a beacon of hope and success in powerful ways during the most challenging times for our students and broader community. The key to that success has been understanding and recognizing the significance of the moment that we are in while strategizing for the possibilities ahead. Today, MVSU is called upon to engage our community and to prepare tomorrow’s leaders to think boldly and progressively as we continue to build on our university motto of “Live For Service”. Together, we are One Goal, One Team, One Valley, In Motion!

**Dr. Jerryl Briggs**  
*8th President*





## HISTORY of MVSU

Legislation authorizing the establishment of the institution under the name Mississippi Vocational College was enacted by the Mississippi Legislature in 1946. The express purpose for the new college was to train teachers for rural and elementary schools and to provide vocational training.

The groundbreaking ceremony was held February 10, 1950, with the late Honorable Governor Fielding Wright, the Board of Trustees of State Institutions of Higher Learning, the first president of the University, Dr. James Herbert White, and interested friends participating. The college opened in the summer of 1950 with enrollment of 205 in-service teachers. The first academic year, 1950-51, opens with 14 regular students and seven faculty members. The college offered the Bachelor of Science degree in 14 areas and provided Extension Services.

The name of the institution was changed to Mississippi Valley State College in 1964. The college was authorized to offer the liberal arts degree as well as the science and education degrees. The Honorable Governor William A. Waller signs into law the bill granting university status to the institution on March 15, 1974. The institution name has since been known as Mississippi Valley State University. The University began offering its first master's degree in 1976. It now offers 23 undergraduate programs and 9 graduate programs.

The Valley has had eight presidents during its 61-year history. They are, in order,

Dr. James H. White, charter president of the institution, who took the position in 1950

Dr. Earnest A. Boykins, the second president, took office in July 1971

Dr. Joe L. Boyer, the third president of MVSU, took office in January 1982.

Dr. William W. Sutton, the fourth president, took office in July 1988.

Dr. Lester C. Newman, the fifth president of MVSU took office on July 1, 1998.

Dr. Donna H. Oliver, the sixth president, took office on January 1, 2009.

Dr. William B. Bynum, Jr., the seventh president, took office in November 2013.

Dr. Jerryl Briggs, the eighth president of MVSU, took office in October 2017.





## **STRATEGIC PLANNING PROCESS**

Strategic planning has become a cornerstone of modern higher education, serving as a crucial tool for fostering innovation and growth. As the landscape of higher education continues to evolve, the need for strategic planning has intensified, particularly in the context of the current funding challenges facing public institutions. Effective planning allows institutions to remain adaptable and responsive to the changing needs of students and other stakeholders.

At Mississippi Valley State University (MVSU), strategic planning is an inclusive and continuous process. The University launched its 2024-2029 strategic planning activities in November 2023, led by the MVSU Strategic Planning Committee. This effort was guided by Credo Higher Education Consultants, who utilized a Thriving Institutions framework and a Balanced Scorecard model. These methodologies help present MVSU's strategies through specific perspectives and themes, promoting a unified understanding of the University's goals.

In Spring 2024, over 300 individuals—including students, faculty, staff, administrators, alumni, and community members—engaged in various strategic planning activities:

November 2023: Leadership Team Kickoff

February 2024: Leadership Retreat

April 2024: Community Day and Planning Team

May 2024: Virtual Planning Session

June 2024: Planning Team and Leadership Team Work

July 2024: Performance Measures, Dashboard, and Initiative Assignments

The insights gathered from these sessions led to the development of a new, concise mission statement, a more vibrant vision statement, and a renewed set of core values. These elements guided the focus on two overarching themes: MVSU as an Exceptional Place with Exceptional People. This focus resulted in the identification of 12 new strategic initiatives to be pursued over the next five years.

The 2024-2029 Strategic Plan is designed as a “living” document, meaning it will be regularly updated and refined based on ongoing evaluation and analysis. MVSU has established several Key Performance Indicators (KPIs) to monitor the progress of its strategic initiatives and goals. With the evaluation tools provided by Credo, MVSU is well-equipped to document and achieve its strategic objectives. The plan's adaptability ensures that MVSU remains agile, continuously aligning with the evolving needs of its students and the broader community.

# STRATEGIC PLANNING COMMITTEE

## LEADERSHIP TEAM

Dr. Jerryl Briggs, *President*

Dr. Kathie Stromile-Golden, *Provost and Senior Vice President of Academic Affairs*

Ms. Joyce Dixon, *Vice President for Business and Finance/CFO*

Dr. Thomas Calhoun, *Vice President for Enrollment Management and Student Affairs*

Mr. Dameon Shaw, *Vice President for University Advancement, External Relations and Information Security*

Mr. Michael Switzer, *Vice President of Facilities Management and Capital Projects*

Mr. Hakim McClellan, *Athletics Director*

Mrs. Auguster Wallace, *Chief of Staff*

## PLANNING TEAM\*

Dr. Ro'Shaun Bailey, *Assistant Vice President of Student Affairs and Campus Life*

Ms. Jean Cadney, *Community Representative*

Ms. Shanae Curry, *Prospect Research and Data Specialist*

Mrs. Latacha Davis-Jackson, *Assistant to the President*

Dr. Chetara Epps and Dr. Candace Carter-Stevens, *Faculty Senate Presidents*

Dr. Sharon Freeman, *Assistant Vice President, Institutional Research and Effectiveness*

Ms. Michelle Harper, *Deputy Athletic Director/SWA*

Mr. Larry Kinds, *Director of Developmental Studies and Academic Support and Staff Council President*

Mr. Donnell Maxie, *Director of Communications and Marketing*

Mrs. LaShunna McInnis, *1st Vice President, MVSU National Alumni Association*

Mr. Timeetric McCray, *Project Manager, Facilities Management*

Dr. Abigail Newsome, *Associate Vice President for Academic Affairs*

Ms. Cajanique Ollie, *SGA President*

Mr. Steven Pitchford, *Network Management Analyst*

Mr. Jerry Redmond, *President, MVSU National Alumni Association*

Mrs. Mabelle Stockstill, *Senior Accountant/Bursar*

*\*Also includes the Leadership Team*





## MISSISSIPPI VALLEY STATE UNIVERSITY

### MISSION STATEMENT

Through personal connection, Mississippi Valley State University provides quality undergraduate and graduate programs to a diverse community of learners. MVSU's commitment to teaching, learning, research, and service enables students to achieve their academic and career goals and contributes to the betterment of the Mississippi Delta and beyond.

### VISION STATEMENT

Mississippi Valley State University will be a first-choice destination for students and employees who are seeking a vibrant, engaging, and transformative university experience.

### CORE VALUES

Integrity | Service | Student-Centeredness | Accountability  
| Collaboration & Partnership



# MVSU STRATEGY MAP

Mississippi Valley State University will be a first-choice destination for students and employees who are seeking a vibrant, engaging, and transformative university experience. The University aims to be an exceptional place for exceptional people by implementing strategic initiatives and tracking key performance indicators focused on students and stakeholders, financial resources, internal processes, and organizational capacity.



## EXCEPTIONAL PEOPLE

## EXCEPTIONAL PLACE

**Students and Stakeholders**

**Thriving Graduates - Changed Lives**

**Collaborative and Connected Community: the Campus and the Delta**

**Financial Resources**

**Embrace and Elevate The Valley Student Experience**

**Innovative Relationships and Alternative Revenue**

**Internal Processes**

**Reimagine Systems in Service to Students**

**Reinvent and Realign**

**Organizational Capacity**

**Employer of Choice**

**Transformative Environments**

### Key Performance Indicators

Retention/Persistence | Enrollment | Academic Strategies | Student Satisfaction | Graduation | Faculty & Staff Retention | Deferred Maintenance | Community Engagement





# EXCEPTIONAL PEOPLE

To serve exceptional people, it is crucial that we remain unwavering in our commitment to embrace and elevate the Valley student experience. This involves reimagining our systems to better serve students and being recognized as an employer of choice, dedicated to supporting the enhancement of our faculty and staff. We do this through scholarships, professional development, and career advancement opportunities that demonstrate to our students and community that we honor the Valley team who stand in service of them every day.





## STRATEGY 1: THRIVING GRADUATES - CHANGED LIVES

*“Thriving Graduates: Changed Lives” reflects MVSU’s steadfast commitment to providing unparalleled academic opportunities, career pathways, and the confidence to navigate and overcome life’s challenges. We aim to produce proud Valley graduates who have had their lives transformed, ideas challenged, and intellectual capacities broadened, thus meeting the needs of both the region and the world.*

- **Initiative 1.1: Academic Excellence and Strengthening Academic Support**

Enhance student outcomes through on-demand online tutoring, real-time advising, and faculty office hours. Additional resources will be provided to enrich teaching and learning experiences, increasing the likelihood of college success.

**Year One Goal:** Expand services in Academic Affairs and University College. Increase collaboration between Career Services and the National Alumni Association to provide students with greater exposure to career opportunities and personal growth.

**Completion Goal:** Improve student success and retention, as well as participation in support services, job skills workshops, and job placement rates.

**Key Performance Indicators:** Retention/Persistence | Academic Strategies

- **Initiative 1.2: STEM-U-Late**

Inspire the next generation of learners by promoting STEM programs and opportunities.

**Year One Goal:** Seek out more STEM grant opportunities.

**Completion Goal:** Obtain STEM grant funding and deliver programs that offer more research opportunities for students.

**Key Performance Indicators:** Academic Strategies | Enrollment (Total Headcount)

- **Initiative 1.3: The Power of One**

Connect students with alumni to provide guidance, career advice, and continuous support throughout their university journey.

**Year One Goal:** Enhance the First-Year Experience (FYE) by supporting new student orientation, residential hall adoption, and developing a university center for retention and mentoring.

**Completion Goal:** Increase active participation in the National Alumni Association (NAA) to facilitate student success and retention, while fostering meaningful relationships that enhance alumni giving.

**Key Performance Indicator:** Graduation Rate (6-year) | Community Engagement





- **Initiative 1.4: Celebrating the Delta Devil Athletic Experience**

Promote and deepen the understanding of student success among student-athletes and those contributing to the Valley gameday experience. The Valley’s athletic culture will emphasize success in the classroom, on the field/court, and in the community

**Year One Goal:** Establish band and athletics cohorts; develop a system for tracking retention and graduation rates for these groups.

**Completion Goal:** Students associated with athletics and the Mean Green Marching Machine will report higher retention and graduation rates.

**Key Performance Indicators:** Retention/Persistence | Student Satisfaction

- **Initiative 1.5: Partnership 4 Research**

Map to academic programs and retool academic courses to reflect workforce needs that are essential to internship success as well as job attainment.

**Year One Goal:** Complete a workforce realignment analysis for the University at the end of year one. At the end of year three, courses will have been update and reviewed yearly

**Completion Goal:** Agreements with 5 local industries; 2 years of internship participation; a continued review and updating of course curricular based on the job market

**Key Performance Indicators:** Community Engagement | Academic Strategies



## **STRATEGY 2:**

### **EMBRACE AND ELEVATE THE VALLEY STUDENT EXPERIENCE**

*We aim to embrace and elevate the Valley student experience holistically, recognizing and celebrating the unique identities of our students. This involves investing in our students and providing opportunities for social mobility, transformation, and life-changing experiences.*

- **Initiative 2.1: Students First: Involvement and Development**

Create a robust student experience that contributes to the holistic development of students inside and outside the classroom. Opportunities for connection through athletics, performing arts, student organizations, intramurals, and social programming will be provided.

**Year One Goal:** Administer the National Survey of Student Engagement (NSSE) to assess student engagement.

**Completion Goal:** Develop programming based on NSSE results to foster a “Students First” culture and holistic experience.

**Key Performance Indicators:** Student Satisfaction | Retention/Persistence





### **STRATEGY 3: REIMAGINE SYSTEMS IN SERVICE TO STUDENTS**

*MVSU is committed to reimagining systems in service to students by daring to do things differently. We will place student needs at the center of our thinking, designing and implementing innovative practices that demonstrate our commitment to honoring the diverse lives and experiences students bring to our campus.*

- **Initiative 3.1: Professional Development with Skill Exchange**

Emphasize the sharing of skills and knowledge across different roles and departments.

**Year One Goal:** Identify areas where cross-training would be beneficial to improve programs and services.

**Completion Goal:** Establish a culture of ongoing cross-training.

**Key Performance Indicators:** Faculty/Staff Retention | Student Satisfaction



### **STRATEGY 4: EMPLOYER OF CHOICE**

*Mississippi Valley State University aspires to be the employer of choice, recognized for its supportive culture that enhances faculty and staff through scholarship, professional development, and career advancement opportunities. This commitment demonstrates to our students and community that we honor the Valley team who stand in service of them every day.*

- **Initiative 4.1: Defining Compensation Package**

Focus on the total compensation package, understanding market competitiveness, and clearly communicating salary and non-cash benefits to employees.

**Year One Goal:** Initiate a salary study and communicate the annual compensation package to employees.

**Completion Goal:** Develop a compensation strategy that is attractive and competitive in the market based on the salary study.

**Key Performance Indicator:** Faculty/Staff Retention





## EXCEPTIONAL PLACE

As we strive to become an exceptional place, MVSU must invest in transformative environments while reinventing and realigning our internal processes. Generating alternative revenue is crucial to support stronger, collaborative connections to the Delta for our students.





## **STRATEGY 5: COLLABORATIVE AND CONNECTED COMMUNITY: THE CAMPUS AND THE DELTA**

*“Collaborative and Connected Community: The Campus and The Delta” represents the foundation of MVSU’s deep commitment to embracing this region. We aim to be an anchor that supports aspirational dreams and demonstrates that anything is possible.*

- **Initiative 5.1: The Valley and its Neighbors**

MVSU is deeply committed to serving the Delta. We will strengthen relationships with our neighbors by defining the university’s role in supporting a thriving community.

**Year One Goal:** Create an advisory group for community engagement; define MVSU’s role in supporting the local community; build on existing collaborations.

**Completion Goal:** Expand community partnerships, increase community service hours, and enhance engagement activities.

**Key Performance Indicator:** Community Engagement

- **Initiative 5.2: Valley Connected**

Departments could host discipline specific activities to allow others to learn about their areas and to highlight departmental and alumni successes

**Year One Goal:** Each department will have hosted at least one activity per year.

**Completion Goal:** Each department will have worked with an entity to underwrite the activity, provide financial support for students/faculty and/or have an alum be intimately involved with the department.

**Key Performance Indicators:** Student Satisfaction | Academic Strategies





## **STRATEGY 6: INNOVATIVE RELATIONSHIPS AND ALTERNATIVE REVENUE**

*Seek innovative relationships and alternative revenue streams by sharing MVSU's compelling story as the premier institution in the county, dedicated to honoring the students we serve.*

- **Initiative 6.1: Capacity Building**

Explore partnerships with other universities and organizations to strengthen existing programs and services, promote cultural exchange, research collaboration, and economic opportunities.

**Year One Goal:** Assess existing partnerships and their financial impact; create a standing committee/working group to explore and pursue new partnerships for alternative revenue.

**Completion Goals:** Increase partnerships and revenue.

**Key Performance Indicator:** Enrollment (Total Headcount)

- **Initiative 6.2: Entrepreneurship & Economic Development Support (EEDS)**

Strengthen partnerships with the Chamber of Commerce and Greenwood Convention Visitor's Bureau to identify needs of the community and to host related workshops

**Year One Goal:** Host at least one workshop

**Completion Goals:** At least one workshop will be held per year based on needs of the community

**Key Performance Indicators:** Community Engagement | Academic Strategies



## **STRATEGY 7: REINVENT AND REALIGN**

*MVSU is dedicated to reinventing and realigning internal processes through technology integration, providing a barrier-free experience for students, and reducing operational complexities for staff.*

- **Initiative 7.1: Valley Technology for the 22nd Century (VTEC22)**

Assess the electronic platforms used for institutional operations, including technology needs across campus, the website, and student processes. Upgrade platforms based on the assessment, streamline operations, and improve connectivity.

**Year One Goal:** Complete an assessment of needs, including an evaluation of the Banner system interfaces; streamline platforms; redesign the website; and establish a help desk for registration-related inquiries.

**Completion Goal:** Achieve Wi-Fi capabilities throughout 80% of campus buildings within three years; implement additional Banner modules to enhance the student registration experience and complete the website redesign.

**Key Performance Indicators:** Retention/Persistence | Student Satisfaction

## **STRATEGY 8: TRANSFORMATIVE ENVIRONMENTS**

*MVSU aims to create transformative environments that inspire excellence and foster a sense of belonging both in the classroom and across campus.*

- **Initiative 8.1: Funding Support for Campus Improvements**

Identify and communicate the locations in need of improvement; seek funding for renovations, upgrades, new residential facilities, classroom buildings, athletic facilities, and other support areas.

**Year One Goal:** Share identified areas of need with students and faculty; prioritize these areas; develop funding sources for improvements.

**Completion Goal:** Progress with campus modernization plans based on resource availability; provide annual updates on improvements to all university constituents; increase funding.

**Key Performance Indicators:** Deferred Maintenance | Student Satisfaction

- **Initiative 8.2: Campus Accessibility/Campus Safety and Access**

Assess the physical accessibility of the campus and develop a phased plan to address concerns, including study spaces and campus police/safety upgrades.

**Year One Goal:** Complete a full campus accessibility project to identify areas of concern.

**Completion Goal:** Areas of concern will be prioritized and addressed/eliminated as funding will allow.

**Key Performance Indicators:** Deferred Maintenance | Student Satisfaction





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