



**MISSISSIPPI VALLEY STATE**  
UNIVERSITY™

## **2018-2022 STRATEGIC PLAN**

### **STATUS REPORT**

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#### **Executive Summary**

The 2018-2022 Strategic Plan carries forward all the Strategic Goals, Priorities, and Action Items from the 2012-2017 Strategic Plan. Therefore, progress toward each component typically spans multiple years and both plans. The following Status Report summarizes progress made toward each Strategic Goal. It is presented in the new 2018-2022 Strategic Plan format representing a renewed focus on One Goal, One Team, One Valley...In Motion. Selected items are provided below to demonstrate progress toward achieving the Strategic Plan.

#### **ONE GOAL...STUDENT SUCCESS**

##### Strategic Goal 1: Enhance and Strengthen the University's Academic Programs

MVSU offers 25 undergraduate programs and 10 graduate programs. 71% of eligible programs are accredited by discipline-specific accrediting bodies. Course delivery methods have expanded to include online courses and programs, dual-enrollment courses, and off-campus courses at the Greenville Higher Education Center, Coahoma Community College, and Holmes Community College. In Fall 2018 MVSU will add the Master of Science in Criminal Justice as its 2<sup>nd</sup> online degree program and will add Hinds Community College as its 4<sup>th</sup> off-campus site.

##### Strategic Goal 2: Create and Maintain a Modern, Progressive, Learner-Centered Environment

MVSU provides wireless internet to students in residence halls and academic buildings in order to create a modern, progressive learning environment. MVSU also uses the University College model to provide academic support programs and services that ultimately impact retention, increase student engagement, and promote students' academic, social, civic and personal development. The programs and services under the auspices of University College include academic advising, disability services, and the Summer Developmental Program, Early Monitoring Alert Program (EMAP), First Year Experience, Minority Male Initiative, and Sophomore Year Experience programs.

##### Strategic Goal 3: Transform MVSU into an Innovative Learning Organization

Innovative learning opportunities for students, faculty and staff are available throughout the campus. Each semester, the library hosts "Lunch and Learn" Workshops for faculty and information literacy sessions for students. The expansion of employee knowledge is achieved through an incentivized professional development program that encourages employees to earn advanced degrees in related disciplines. To facilitate data-

driven decision-making, the University community is also privy to published information on student enrollment, student achievement, faculty, finances, employees, and degree programs via the Institutional Research and Effectiveness website.

**ONE TEAM...UNIVERSITY AND COMMUNITY WORKING TOGETHER**

Strategic Goal 4: Position the University as a Catalyst for Revitalization in the Mississippi Delta

Dual enrollment, WIST, HBCU Summer Science program, and MAMP are used to increase formal recruiting of local students starting in elementary schools. K-12 educational activities expand non-credit bearing educational and life-enhancement opportunities. To increase travel opportunities for students within and outside of the state, students from every academic department engage in a number of educational trips designed to supplement their theoretical education with real world experiences. The International Programs office provides international festivities as well as opportunities for students to study abroad.

Strategic Goal 5: Operate as the Public Square of the Mississippi Delta

MVSU has a long history of serving as the public square of the Mississippi Delta. The academic departments provide a plethora of academic camps and plans are underway to increase the number of academic and recreational camps available to pre-primary, primary, and secondary students. A new camp funded by DOE will be implemented in Summer 2018. Campus sports facilities and performing arts facilities are also regularly utilized by schools in the local communities.

**ONE VALLEY...DEMONSTRATING SCHOOL PRIDE AND SPIRITUALITY THAT IS SECOND TO NONE**

Strategic Goal 6: Foster a culture of institutional pride

The Office of Student Leadership and Engagement operates to enhance university life and provide leadership opportunities for students that include participation in numerous clubs and organizations. Institutional pride is demonstrated through the campus and community support of men's and women's athletic teams and popularity of the newly renovated Harrison HPER Complex.

Strategic Goal 7: Strengthen the institutional infrastructure

The University updates and implements its internal control plan regularly.

All budgeted units within the University prepare Annual Plans that require an alignment of specific outcome statements to each appropriate Strategic Goal. End of year Annual Reports indicate progress toward achieving those outcomes as well as other accomplishments, challenges, budget implications, and budget requests. This process helps MVSU achieve its unifying vision of ONE GOAL, ONE TEAM, ONE VALLEY...IN MOTION!

The following information shows how Strategic Goals are aligned with the University Mission Statement. It also provides a more detailed look at the accomplishments made, as well as the challenges and opportunities, for each Strategic Goal. This is an overall indicator of where the University can focus its efforts over the next 5 years. Key performance indicators that include enrollment trends, retention rates, degrees conferred, and graduation rates are also included.

<b>ALIGNMENT OF THE MVSU MISSION STATEMENT WITH 2018-2022 STRATEGIC GOALS</b>	
<b>Mission Statement Components</b>	<b>Strategic Goals</b>
Provides comprehensive undergraduate and graduate programs in education	Strategic Goal 1: Enhance and Strengthen the University's Academic Programs
Provides comprehensive undergraduate and graduate programs in the arts and sciences	Strategic Goal 1: Enhance and Strengthen the University's Academic Programs
Provides comprehensive undergraduate and graduate programs in professional studies	Strategic Goal 1: Enhance and Strengthen the University's Academic Programs
Committed to excellence in teaching	Strategic Goal 2: Create and Maintain a Modern, Progressive, Learner-Centered Environment
Commitment to excellence in learning	Strategic Goal 2: Create and Maintain a Modern, Progressive, Learner-Centered Environment; Strategic Goal 3: Transform MVSU into an Innovative Learning Organization
Commitment to excellence in service	Strategic Goal 4: Position the University as a Catalyst for Revitalization in the Mississippi Delta; Strategic Goal 7: Strengthen the institutional infrastructure
Commitment to excellence in research	Strategic Goal 3: Transform MVSU into an Innovative Learning Organization
Committed to a learner-centered environment	Strategic Goal 2: Create and Maintain a Modern, Progressive, Learner-Centered Environment
Committed to preparing critical thinkers	Strategic Goal 1: Enhance and Strengthen the University's Academic Programs; Strategic Goal 3: Transform MVSU into an Innovative Learning Organization
Committed to preparing exceptional communicators	Strategic Goal 1: Enhance and Strengthen the University's Academic Programs; Strategic Goal 3: Transform MVSU into an Innovative Learning Organization
Committed to preparing service-oriented, engaged, and productive citizens.	Strategic Goal 4: Position the University as a Catalyst for Revitalization in the Mississippi Delta; Strategic Goal 6: Foster a culture of institutional pride
Committed to positively impacting quality of life	Strategic Goal 4: Position the University as a Catalyst for Revitalization in the Mississippi Delta; Strategic Goal 5: Operate as the Public Square of the Mississippi Delta
Committed to creating extraordinary educational opportunities for the Mississippi Delta and beyond	Strategic Goal 4: Position the University as a Catalyst for Revitalization in the Mississippi Delta; Strategic Goal 5: Operate as the Public Square of the



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**2018-2022 STRATEGIC PLAN**  
**STATUS REPORT**

**ONE GOAL**  
**(STUDENT SUCCESS)**

**STRATEGIC GOAL 1:**

**ENHANCE AND STRENGTHEN THE UNIVERSITY'S ACADEMIC PROGRAMS**

**Priority 1: Improve the quality and relevance of the University's academic programs**

Accomplishments	Challenges and Opportunities
<ul style="list-style-type: none"> <li>• 71% of eligible degree programs are accredited by discipline-specific accrediting bodies.</li> <li>• Course delivery methods have expanded to include online courses and programs, dual-enrollment courses, and off-campus courses at the Greenville Higher Education Center, Coahoma Community College and Holmes Community College</li> <li>• Student learning outcomes assessment identified the achievement of 8 out of 10 benchmarks across all degree programs. As a result, 39 improvements related to interventions, learning and assessment were made to degree programs.</li> <li>• 62.78% of student respondents were satisfied or very satisfied with the quality of instruction in their major field of study (Spring 2018 Student Satisfaction Survey,</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain and expand program-level accreditation for degree programs</li> <li>• Implement a four-year staggered program review cycle for degree programs without accrediting bodies</li> <li>• Create a more formal process for collecting and using data from employers, graduate schools, and business and industry to improve degree programs</li> <li>• Identify external advisory boards for each degree program</li> <li>• Expand the infusion of entrepreneurialism and globalization throughout the curriculum</li> </ul>

<ul style="list-style-type: none"> <li>n=223).</li> <li>82.20% of graduating student respondents were satisfied or very satisfied with the quality of content in their major (Spring 2018 Graduating Student Survey, n=146)</li> <li>To address the unique needs of MVSU students, the general education curriculum has been updated to include additional course options and the use of academic maps to improve academic advising and timely degree completion.</li> </ul>	
<b>Priority 2: Increase enrollment through reevaluation and reconstruction of the institutional recruiting system</b>	
<b>Accomplishments</b>	<b>Challenges and Opportunities</b>
<ul style="list-style-type: none"> <li>Enrollment increased from 2,003 students in Fall 2013 to 2,455 students in Fall 2016.</li> <li>100% of academic departments have recruiting plans for all degree programs.</li> <li>Enrollment Management units have produced a Strategic Enrollment Management Plan that includes updates to institutional marketing.</li> <li>The Communications and Marketing Department regularly features and highlights institutional strengths on the university website and other social media outlets, the Communique, alumni magazine, and local and university newspapers and radio and television stations.</li> <li>Formal recruitment activities are conducted annually at Mississippi Delta Community College, Coahoma Community College, and Holmes Community College to create a pipeline of students into MVSU bachelor's degree programs.</li> <li>Faculty regularly join with staff in Admissions and Recruitment and Student Affairs to participate in recruitment activities on and off campus.</li> </ul>	<ul style="list-style-type: none"> <li>Increase enrollment: Enrollment fell from 2,455 students in Fall 2016 to 2,385 students in Fall 2017. However, pre-registration and early enrollment reports indicate Fall 2018 enrollment is trending above Fall 2017 enrollment during comparable time periods.</li> </ul>
<b>Priority 3: Increase student retention and graduation rates</b>	

Accomplishments	Challenges and Opportunities
<ul style="list-style-type: none"> <li>• The graduation rate for first-time, full-time freshmen increased slightly from 31% to 32%.</li> <li>• The number of degrees conferred in Spring 2017 (413) was unchanged from Spring 2016 (413).</li> <li>• MVSU continues to offer its First Year Experience course based on best practices</li> <li>• MVSU implements the following support programs academic connected with retention efforts: Early Alert System, “Handle Your Business” Campaign, Advising Using Academic Maps, the General Studies Degree option, Financial Assistance through the local Workforce Investment Act (WIA) program MVSU’s Office of Advancement, Co-Requisite Mathematics Class, 15 is Full-Time Initiative, Dual Enrollment, participation in Complete College America efforts, and the Complete to Compete Initiative.</li> <li>• University College now reports to the Division of Academic Affairs to better align academic support services with other academic support units.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a skills across the curriculum program</li> <li>• Increase retention rates: The retention rate for first-time, full-time freshmen is down slightly from 62% last year to 61% this year.</li> <li>• Continue to increase graduation rates of for first-time, full-time freshmen</li> <li>• Increase the number of degrees conferred.</li> <li>• Establish a residential college based on best practices</li> <li>• Reinstitute the MVSU Honors College</li> </ul>
<b>Priority 4: Enhance and strengthen the academic infrastructure</b>	
Accomplishments	Challenges and Opportunities
<ul style="list-style-type: none"> <li>• 69.3% of full-time faculty hold terminal degrees</li> <li>• In Fall 2108, MVSU will offer two fully online programs: Master of Business Administration and the Master of Science in Criminal Justice.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to hire new faculty with terminal degrees and encourage existing faculty to earn terminal degrees in their disciplines</li> <li>• Increase professional development opportunities in regards to technology usage, pedagogy, and research</li> <li>• Establish formal mentoring relationships between junior and senior faculty</li> <li>• Continue support for online courses and programs as well as other distance education opportunities</li> <li>• Establish formalized partnerships with research universities across Mississippi and</li> </ul>

- the ArkLaMiss Delta

**STRATEGIC GOAL 2:**

**CREATE AND MAINTAIN A MODERN, PROGRESSIVE, LEARNER-CENTERED ENVIRONMENT**

<b>Priority 1: Strengthen the support services provided to students</b>	
<b>Accomplishments</b>	<b>Challenges and Opportunities</b>
<ul style="list-style-type: none"> <li>• Students have multiple opportunities to rate services and interactions with faculty and staff on the annual Student Satisfaction Survey, Graduating Student Survey, and Withdrawing Student Survey.</li> <li>• Students may file academic and non-academic grievances using the forms and procedures accessible on the Academic Affairs and Student Affairs websites</li> <li>• Using the EMAP program, procedures have been established requiring all students in danger of going into academic probation as well as those on academic probation to participate in University College support programs</li> <li>• The Career Services Office prepares students to prepare resumes and present professionally in mock interviews with prospective employers.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve institutional accountability systems: Only 33.64% of student respondents were satisfied or very satisfied with MVSU student complaint procedures (Spring 2018 Student Satisfaction Survey, n=220); Only 57.01% of student respondents were satisfied or very satisfied with their overall experience at MVSU</li> <li>• Increase the number of computer labs on campus</li> <li>• Fully automate all student services in an online environment</li> <li>• Develop a student support program, informed by best practices, specific to the needs of non-traditional students</li> <li>• Enhance professional development opportunities for student support staff</li> <li>• Conduct regular listening sessions between students and administrators</li> <li>• Increase the number of grants available to graduate students</li> <li>• Develop extensive safety protocols throughout campus housing and in academic buildings</li> <li>• Leverage the Mass Transportation system to provide trips for students to educational facilities, cultural events, and for departmental field trips</li> </ul>
<b>Priority 2: Ensure greater access to technology</b>	
<b>Accomplishments</b>	<b>Challenges and Opportunities</b>
<ul style="list-style-type: none"> <li>• University Facebook, Twitter, and other social media</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to expand wireless access in dormitories and</li> </ul>

accounts are used and maintained regularly.

- Wireless internet access is available in residence halls and academic buildings.
- The library provides access to an increasing number of online databases accessible to students both on and off-campus

academic buildings

- Continue to expand access to online databases
- Ensure that syllabi, class offerings, and faculty bios are available online
- Develop a secure intranet system on campus
- Ensure that emergency, safety, and crisis management plans all integrate multiple technological elements to increase safety



**STRATEGIC GOAL 3:**  
**TRANSFORM MVSU INTO AN INNOVATIVE LEARNING ORGANIZATION**

<b>Priority 1: Strengthen the technological infrastructure of the campus</b>	
<b>Accomplishments</b>	<b>Challenges and Opportunities</b>
<ul style="list-style-type: none"> <li>• All software and hardware purchases are vetted through the Information Technology Department to plan for appropriate support of these products.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement a strategic information technology plan</li> <li>• Establish a technology committee charged with identifying software, hardware, and training needs</li> <li>• Expand technology development opportunities for faculty, staff, and students</li> <li>• Design an incentive program to ensure that all IT staff engage in continuous professional development</li> <li>• Connect students from the Computer Science program with staff in Academic Computing to both increase manpower and provide opportunities for career planning</li> </ul>
<b>Priority 2: Increase the prevalence and usage of information across the University</b>	
<b>Accomplishments</b>	<b>Challenges and Opportunities</b>
<ul style="list-style-type: none"> <li>• The Institutional Research and Effectiveness Office regularly publishes information on their webpage that includes data related to enrollment, student achievement, faculty, employees, and degree programs.</li> <li>• A list of peer institutions is generated every year by the US Department of Education. Peer lists can also be generated based on specifications related to individual needs.</li> <li>• The Office of Institutional Research and Effectiveness staff attend various conferences related to making data driven decisions and conveys that information to other</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to expand the prevalence and usage of information accessible for use across the University</li> <li>• Publish peer institutions lists to the Institutional Research and Effectiveness website</li> <li>• Provide formal professional development opportunities regarding data-driven decision making</li> <li>• Continue to provide incentives for advanced degrees and continuing education</li> </ul>

University units.

- MVSU currently has an employee professional development program with a monetary incentive for earning advanced degrees in related disciplines
- The Library hosts "Lunch and Learn" Workshops for faculty each semester
- In 2017-2018 the library held 16 information literacy sessions (337 attendees) for QEP classes and 22 information literacy sessions for regular classes (418 attendees)

# ONE TEAM (UNIVERSITY AND COMMUNITY WORKING TOGETHER)

## STRATEGIC GOAL 4:

### POSITION THE UNIVERSITY AS A CATALYST FOR REVITALIZATION IN THE MISSISSIPPI DELTA

<b>Priority 1: Embrace the niche of service to the underserved and underprepared</b>	
<b>Accomplishments</b>	<b>Challenges and Opportunities</b>
<ul style="list-style-type: none"> <li>• 100% of teacher education students pass the Praxis II exam.</li> <li>• A series of Praxis activities are currently being undertaken to improve test performance.</li> <li>• Plans are being discussed to create a licensure component of the early childhood education program.</li> <li>• Dual enrollment, WIST, HBCU Summer Science program, and MAMP are used to increase formal recruiting of local students starting in elementary schools</li> <li>• K-12 educational activities expand non-credit bearing educational and life-enhancement opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number and preparedness of elementary education graduates: The number of Elementary Education students has decreased from 72 to 44 over the past 3 years. The number of graduates has averaged 2.7 over the same time period.</li> <li>• Increase the number and preparedness of special education graduates: The number of Special Education students has averaged 5.3 over the past 3 years. The program has only graduated an average of 1 student over the same time period. The program has been recently suspended.</li> <li>• Improve the Praxis II passage rates for students aspiring to major in Teacher Education programs</li> <li>• Identify loan forgiveness programs for graduating teachers within local schools</li> <li>• Increase teacher training activities and opportunities for continuing education credits throughout the Delta</li> <li>• Develop a parenting academy for parents of school-aged children</li> </ul>
<b>Priority 2: Establish the reputation as a social change agent in the Mississippi Delta</b>	
<b>Accomplishments</b>	<b>Challenges and Opportunities</b>
	<ul style="list-style-type: none"> <li>• Establish a Delta think-tank with participation from educators, government officials, business leaders,</li> </ul>

	<p>community leaders, students, and citizens</p> <ul style="list-style-type: none"> <li>• Develop, collaboratively, a Racial Reconciliation in the Mississippi Delta initiative</li> <li>• Research, preserve, share, and celebrate the richness of the Mississippi Delta through the development of a research and cultural repository</li> <li>• Conduct regular financial training seminars in collaboration with local companies</li> <li>• Develop a minor and institute on entrepreneurialism in the Mississippi Delta</li> <li>• Help transform Itta Bena into a true college town</li> <li>• Work with foundations and educational institutions to create tangible change in regards to quality of life indicators in disadvantage communities across the Delta</li> </ul>
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**Priority 3: Introduce the outside world to students and residents of Delta**

<b>Accomplishments</b>	<b>Challenges and Opportunities</b>
<ul style="list-style-type: none"> <li>• To increase travel opportunities for students within and outside of the state, students from every academic department engage in a number of educational trips designed to supplement their theoretical education with real world experiences.</li> <li>• The International Programs office provides international festivities as well as opportunities for students to study abroad</li> <li>• To develop opportunities for students to engage in research studies in areas outside the state of Mississippi, students are actively encouraged to seek internship opportunities that expose them to cutting edge research opportunities in their respective field, may outside the state.</li> <li>• Multicultural experiences are an integral part of the curriculum of many classes, exposing students to diverse cultures. Additionally, many faculty are members of diverse cultures.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a regular dialogue series that engages participants in intellectual conversations about state, national, and international issues</li> <li>• Invite performers from around the country and the world to offer shows at MVSU or in the community</li> </ul>

**Priority 4: Provide direct support and intervention to address the health crisis in this region**

<b>Accomplishments</b>	<b>Challenges and Opportunities</b>
<ul style="list-style-type: none"><li>• The Valley in Motion program has actively provided health and wellness programming throughout the year. A "Chopped" cooking contest was held in Spring 2018.</li><li>• Two (2) walking paths have been created around the lakes on the front of the campus to encourage students, faculty, and staff to exercise. Bike stations have also been added throughout the campus to encourage bike riding.</li><li>• Students are provided healthy food choices in the cafeteria.</li><li>• Through the Valley in Motion program, MVSU periodically hosts a Farmer's Market on the campus pavilion offering fresh fruits and vegetables to the campus community.</li></ul>	<ul style="list-style-type: none"><li>• Establish a V-Fit program at Walmarts that provide healthy food and health related information</li><li>• Establish a support system for students who are pregnant or who are already mothers</li><li>• Expand research in the Natural Sciences Department on issues of health and wellness</li><li>• Collaborate with businesses and non-profits focused on improving health outcomes in the Delta</li></ul>

**STRATEGIC GOAL 5:**  
**OPERATE AS THE PUBLIC SQUARE OF THE MISSISSIPPI DELTA**

<b>Priority 1: Engage in direct outreach to regional communities</b>	
<b>Accomplishments</b>	<b>Challenges and Opportunities</b>
<ul style="list-style-type: none"> <li>• To increase the number of academic and recreational camps available to pre-primary, primary, and secondary students the academic departments provide a plethora of academic camps. A new camp funded by DoEd will be implemented in Summer 2018.</li> <li>• Campus sports facilities and performing arts facilities are regularly used by schools in the local communities</li> <li>• The MVSU Child Development Center uses best practices from Brigance and the Mississippi Child Care Quality Step System Developmental Checklist. It operates as a model and learning laboratory for Elementary Education students.</li> <li>• On-campus educational programming with the local K-12 institutions includes the Dual Enrollment program, WIST, HBCU Summer Science Program and MAMP.</li> <li>• High school days are held in the fall and spring of each year. Each activity builds on the successes and lessons learned from previous high school days.</li> </ul>	<ul style="list-style-type: none"> <li>• Convene regular town hall meetings and community listening sessions</li> <li>• Connect with local governments and businesses to bring community events onto the campus</li> </ul>
<b>Priority 2: Usher the renaissance into the communities of the Mississippi Delta</b>	
<b>Accomplishments</b>	<b>Challenges and Opportunities</b>
<ul style="list-style-type: none"> <li>• Each academic department has adopted a local high school and regularly recruits students by visiting the schools and hosting them at campus events.</li> <li>• The University Testing Office offers GED, national ACT, and residual ACT testing. The office works with preparatory programs, such as the MVSU HEP program, to schedule GED testing as well as other testing opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a homework hotline and tutors on the road program</li> <li>• Partner with local businesses to establish greater internship opportunities for students</li> <li>• Increase the number of employees serving on community committees throughout the region</li> <li>• Develop a partnership with the Foundation of the Mid-</li> </ul>

- Partner with local businesses to establish greater internship opportunities for students

South

# ONE VALLEY

## (DEMONSTRATING SCHOOL PRIDE AND SPIRITUALITY THAT IS SECOND TO NONE)

### STRATEGIC GOAL 6: FOSTER A CULTURE OF INSTITUTIONAL PRIDE

<b>Priority 1: Deliver a comprehensive, authentic collegiate experience to students</b>	
<b>Accomplishments</b>	<b>Challenges and Opportunities</b>
<ul style="list-style-type: none"> <li>• The Office of Student Leadership and Engagement operates to enhance university life and provide leadership opportunities for students.</li> <li>• In 2016-2017 the average GPA for student-athletes was 2.3 or better for all teams while retention and graduation rates were equal to, or higher than, the general student population</li> <li>• MVSU provides a number of on-campus clubs (outside of standard Greek life) and activities to foster leadership, social and cultural development</li> <li>• Renovations have begun on off-line residences halls</li> <li>• Landscaping is regularly maintained</li> <li>• The Harrison HPER Complex has been fully renovated and serves as home of the MVSU Men’s and Women’s Basketball teams as well as host to several community events</li> </ul>	<ul style="list-style-type: none"> <li>• Expand operating hours of recreational facilities on campus to include nights and weekends</li> <li>• Establish a shopping area on campus that caters to students</li> <li>• Expand eating opportunities to include healthy restaurants</li> <li>• Increase the APR rates for all sports</li> <li>• Increase the number of scholarships available to student athletes</li> <li>• Win or share at least 10 SWAC titles within the next five years</li> <li>• Reevaluate and ensure completion of facility renovations</li> <li>• Enhance the landscaping by adding more greenery and designated gathering areas</li> </ul>
<b>Priority 2: Enhance the public image of the University</b>	
<b>Accomplishments</b>	<b>Challenges and Opportunities</b>
<ul style="list-style-type: none"> <li>• MVSU utilizes its radio and television stations for announcements, advertising, and broadcasting sports events.</li> <li>• The MVSU mission and vision statements are published in multiple formats online and in major publications</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a strategic public relations plan</li> <li>• Partner with local municipalities to develop targeted promotional and marketing campaigns</li> <li>• Increase the amount of volunteerism into local communities by MVSU employees and students</li> </ul>



such as the University Strategic plan, Academic catalogs, and MVSU Fact Book.	
<b>Priority 3: Develop a climate of connectedness and collaboration</b>	
<b>Accomplishments</b>	<b>Challenges and Opportunities</b>
<ul style="list-style-type: none"> <li>MVSU promotes diversity across race and gender as seen in its students and employees. 4% of students and 12% of employees are Other-Race, or non-African-American. 62% of students and 57% of employees are female.</li> </ul>	<ul style="list-style-type: none"> <li>Promote diversity across religion, age, and sexual orientation</li> <li>Establish intra-division, intra-departmental, and intra-college workgroups</li> <li>Expand religious life programming</li> <li>Conduct regular listening sessions for faculty and staff</li> <li>Increase the number of team-building professional development opportunities</li> <li>Increase the amount of informal connection and interaction between senior administrators and faculty and staff</li> <li>Enhance and strengthen the University's formal recognition and reward system</li> <li>Increase alumni engagement</li> <li>Leverage support from the community</li> </ul>

**STRATEGIC GOAL 7:**  
**STRENGTHEN THE INSTITUTIONAL INFRASTRUCTURE**

<b>Priority 1: Enhance and strengthen institutional foundations</b>	
<b>Accomplishments</b>	<b>Challenges and Opportunities</b>
<ul style="list-style-type: none"> <li>The institutional internal control plan is updated and implemented annually.</li> </ul>	<ul style="list-style-type: none"> <li>Align all departments, programs, and support activities with best practices within their fields</li> <li>Reevaluate and recalibrate the institutional performance evaluation system</li> <li>Develop and implement a strategic facilities development plan</li> <li>Increase the amount of customer service training available to faculty and staff</li> <li>Enhance institutional support for development of faculty scholarship, teaching, and research skills</li> <li>Develop a comprehensive Employee Assistance Program (EAP), in line with best HR practices, to assist individuals with difficulties</li> <li>Establish an Ombuds Office to hear complaints and attempt to provide remediation to issues between the University and stakeholders</li> </ul>
<b>Priority 2: Formalize collaborative efforts across the University</b>	
<b>Accomplishments</b>	<b>Challenges and Opportunities</b>
<ul style="list-style-type: none"> <li>Inter-division liaisons between student affairs and academic affairs, business and finance and academic affairs, and business and finance and student affairs achieved through regular meetings of the President's Extended Cabinet</li> </ul>	<ul style="list-style-type: none"> <li>Establish emergent interdepartmental committees to address campus issues</li> <li>Increase the percentage of institutional committees with student members</li> <li>Establish an Office of University Initiatives to operate as a strategic think tank charged with identifying best practices in colleges and universities and providing suggestions to the University community</li> </ul>
<b>Priority 3: Develop and grow sustainable, external funding streams</b>	

Accomplishments	Challenges and Opportunities
<ul style="list-style-type: none"> <li>• Alumni giving has increased from \$212,272.57 in FY2017 to \$272,426.98 in FY2017</li> <li>• Number of Corporate, Business and Foundation constituents has increased from 70 in FY2015 to 103 in FY2017</li> <li>• Organization giving has increased from \$63,523.50 in FY2015 to \$84,231.99 in FY2017</li> <li>• Non-Alumni Individual giving has increased from \$41,315.20 in FY2015 to \$65,906.39 in FY2017</li> </ul>	<ul style="list-style-type: none"> <li>• Establish education consortia and cost-sharing agreements with institutions throughout the state</li> <li>• Increase faculty and staff giving</li> <li>• Initiate a capital campaign with significant fundraising goals</li> <li>• Establish trademarks for all institutional marks</li> </ul>

**ONE GOAL, ONE TEAM, ONE VALLEY...IN MOTION!**

**RELATED KEY PERFORMANCE INDICATORS: TARGETS**

Strategic Goal (SG)	Performance Indicators	Baseline Data			Targets				
		Year 1 2015-16	Year 2 2016-17	Year 3 2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
SG1	Enrollment: Total Headcount	2,309	2,455	2,385	2,457	2,531	2,607	2,685	2,766
SG1	Enrollment: Total FTE	1,996.6	2,123.7	2,041.7	2,102.9	2,165.9	2,230.8	2,297.7	2,366.6
SG1	Enrollment: Undergraduate	1,948	2,011	1,977	2,036	2,097	2,160	2,225	2,292
SG1	Enrollment: Undergraduate FTE	1,764.9	1,872.7	1,794.6	1,848.4	1,903.8	1,960.9	2,109.7	2,080.2
SG1	Enrollment: Dual Enrollment	159	199	247	254	262	270	278	286
SG1	Enrollment: Early College High School	0	0	0	26	53	83	113	143
SG1	Enrollment: Graduate	361	444	408	420	433	446	459	473
SG1	Enrollment: Graduate FTE	231.7	251	247.1	254.5	262.1	269.9	277.9	286.2
SG6	Enrollment: Other Race	4%	4%	4%	5%	5%	5%	6%	6%
SG6	Employees: Other Race	11%	11%	12%	12%	13%	13%	14%	15%
SG1	Degree Programs: Undergraduate	25	25	25	25	26	27	28	28
SG1	Degree Programs: Graduate	11	11	11	10	10	10	11	11
SG1	Degree Programs: Terminal Degree	0	0	0	0	0	0	0	1
SG1	Accredited Programs	17	17	17	17	17	17	17	20
SG1	Faculty with Terminal Degrees	69.5%	69.8%	69.3%	70%	70%	71%	72%	72%
SG1	Degrees Conferred: Undergraduate	305	322	302	311	320	329	338	347
SG1	Degrees Conferred: C2C	0	0	19	22	25	28	31	34
SG1	Degrees Conferred: Graduate	108	91	109	109	112	115	118	120
SG1	Retention Rate	66%	62%	61%	63%	65%	67%	69%	71%
SG1	Graduation Rate	22%	31%	32%	33%	34%	35%	36%	37%
SG1	Online Programs: Undergraduate	0	0	0	0	2	3	5	5
SG 1	Online Programs: Graduate	1	1	1	2	2	3	3	5
SG1	Off-campus sites	3	3	3	3	3	3	3	3
SG2	Number of Online Databases	52	52	52	51	53	55	57	60
SG2	Student Satisfaction (Overall)	3.87/5.00	3.98/5.0	3.67/5.00	3.90/5.00	4.00/5.00	4.00/5.00	4.25/5.00	4.50/5.00
SG3	Information Literacy Sessions	15	85	22	30	35	40	45	50
SG4	Praxis II Passage Rates	100%	100%	100%	100%	100%	100%	100%	100%
SG4	Elementary Education Graduates	2	3	0	3	7	8	8	8

Strategic Goal (SG)	Performance Indicators	Baseline Data			Targets				
		Year 1 2015-16	Year 2 2016-17	Year 3 2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
SG6	SWAC Titles	1	0	1	1	1	1	1	1
SG6	Nine sports teams will participate in SWAC Championships annually	13	11	12	9	9	9	9	9
SG6	All sports teams will meet NCAA APR four year average of 930	15	15	15	15	15	15	15	15
SG 7	Proposal submissions for external funding	20	28	19	25	25	25	25	25
SG1	Number of research partnerships or collaborations	NA	NA	1	1	1	1	1	1
SG7	Corp., Bus., & Foundation Constituents	\$627,542	\$578,053	\$430,289	\$494,832	\$569,057	\$625,963	\$688,559	\$757,415
SG7	Alumni Giving	\$494,595	\$272,877	\$320,905	\$369,041	\$424,397	\$466,837	\$513,521	\$564,873
SG7	Organization Giving	\$63,702	\$84,232	\$62,037	\$71,343	\$78,477	\$86,325	\$94,958	\$104,454
SG7	Non-Alumni Individual Giving	\$70,819	\$76,609	\$77,183	\$84,901	\$93,391	\$102,730	\$113,003	\$124,303

### Explanation of Terms

**Accredited Programs** – Number of programs with current program-level accreditation status

**Alumni Giving**- The annual amount of giving by MVSU alumni

**APR** - Academic Progress Rate holds institutions accountable for the academic progress of their student-athletes through a team based metric that accounts for the eligibility and retention of each student-athlete on athletics scholarship for each academic term.

**Corporate, Business, and Foundation Constituents** – The annual amount of giving by corporate, business, and foundation constituents

**Degree Programs: Graduate** – Number of graduate programs for which students can earn master’s degrees

**Degree Programs: Terminal Degree** – The highest degree that can be earned in a specific discipline; typically a doctoral level degree

**Degree Programs: Undergraduate**- Number of undergraduate programs for which students can earn bachelor’s degrees

**Degrees Conferred: C2C** – The number of undergraduate degrees conferred as a result of participating in the C2C/University Studies program

**Degrees Conferred: Graduate** – The number of undergraduate degrees conferred during the academic year

**Degrees Conferred: Undergraduate** – The number of undergraduate degrees conferred during the academic year

**Elementary Education Graduates** – The number of undergraduate Elementary Education graduates

**Employees: Other Race**- Percentage of non-African American, non-African decent employees that includes White, Hispanic, Asian, American Indian, Native Hawaiian, Pacific Islander, and Alaskan racial groups.

**Enrollment : Dual Enrollment**- The unduplicated number of high school students enrolled at the University while simultaneously enrolled in high school

**Enrollment: Early College High School**- The unduplicated number of high school students, participating in a formal early college program, enrolled at the University while simultaneously enrolled in high school

**Enrollment: Graduate FTE**- Graduate FT is derived by taking the sum of all undergraduate credit hours and diving by 12

**Enrollment: Graduate**-Unduplicated headcount of unduplicated graduate students enrolled in at least one credit hour course during the fall semester

**Enrollment: Other Race**- Percentage of non-African American, non-African decent students that includes White, Hispanic, Asian, American Indian, Native Hawaiian, Pacific Islander, and Alaskan racial groups.

**Enrollment: Total FTE**- Fall semester Total FTE =Undergraduate FTE + Graduate FTE

**Enrollment: Total Headcount**- Actual unduplicated number of undergraduate and graduate students enrolled in at least one credit hour course during the fall semester

**Enrollment: Undergraduate FTE** – Undergraduate FTE is derived by taking the sum of all undergraduate credit hours and diving by 15

**Enrollment: Undergraduate**- Headcount of unduplicated undergraduate students enrolled in at least one credit hour course during the fall semester

**Faculty with Terminal Degrees** – The percentage of full-time faculty that have earned terminal degrees in their disciplines

**FTE:** Acronym for “Full-Time Equivalent”; Undergraduate FTE is derived by taking the sum of all undergraduate credit hours and diving by 15; Graduate FTE is derived by taking the sum of all undergraduate credit hours and diving by 12

**Graduation Rate:** The percentage of the cohort of first-time, full-time freshmen who graduate within six years of enrollment

**Information Literacy Sessions**- Library led instruction that train students how to recognize, locate, evaluate and use information effectively either through one-shot or 2-day instructional sessions.

**Non-Alumni Individual Giving** – The annual amount of non-alumni giving

**Off-campus sites**- The number of SACSCOC approved off-site locations where courses are taught

**On-Campus Clubs/Organizations** – The number of registered on-campus clubs and organizations for students

**Online Databases** – The number of searchable library databases accessible online, both on-campus and off-campus, that are used for conducting research in discipline-specific degree programs

**Online Programs: Graduate**- The number of graduate programs taught 100% online

**Online Programs: Undergraduate**- The number of undergraduate programs taught 100% online

**Organization Giving**- The annual amount of organization giving

**Praxis II Passage Rates**- The percentage of teacher education majors who pass the Praxis II exam

**Retention Rate:** The percentage of the cohort of first-time, full-time freshmen who return to the University the subsequent fall semester

**Student Satisfaction (Overall)**- The mean rating of students' level of satisfaction with overall campus services

**SWAC Championships:** Teams that advance to participate in the conference tournament after the regular season has ended. The tournament champion will represent the SWAC in the NCAA Regionals and or NCAA National Championships.

**SWAC Titles:** Win or share the regular season champions (play before the conference tournament begins).

**RELATED KEY PERFORMANCE INDICATORS: OUTCOMES**

Strategic Goal (SG)	Performance Indicators	Baseline Data			Outcomes				
		Year 1 2015-16	Year 2 2016-17	Year 3 2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
SG1	Enrollment: Total Headcount	2,309	2,455	2,385					
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SG1	Enrollment: Dual Enrollment	159	199	247					
SG1	Enrollment: Early College High School	0	0	0					
SG1	Enrollment: Graduate	361	444	408					
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SG6	Employees: Other Race	11%	11%	12%					
SG1	Degree Programs: Undergraduate	25	25	25					
SG1	Degree Programs: Graduate	11	11	11					
SG1	Degree Programs: Terminal Degree	0	0	0					
SG1	Accredited Programs	17	17	17					
SG1	Faculty with Terminal Degrees	69.5%	69.8%	69.3%					
SG1	Degrees Conferred: Undergraduate	305	322	302					
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SG1	Degrees Conferred: Graduate	108	91	109					
SG1	Retention Rate	66%	62%	61%					
SG1	Graduation Rate	22%	31%	32%					
SG1	Online Programs: Undergraduate	0	0	0					
SG 1	Online Programs: Graduate	1	1	1					
SG1	Off-campus sites	3	3	3					
SG2	Number of Online Databases	52	52	52					
SG2	Student Satisfaction (Overall)	3.87/5.00	3.98/5.0	3.67/5.00					
SG3	Information Literacy Sessions	15	85	22					
SG4	Praxis II Passage Rates	100%	100%	100%					



Strategic Goal (SG)	Performance Indicators	Baseline Data			Outcomes				
		Year 1 2015-16	Year 2 2016-17	Year 3 2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
SG4	Elementary Education Graduates	2	3	0					
SG6	SWAC Titles	1	0	1					
SG6	Nine sports teams will participate in SWAC Championships annually	13	11	12					
SG6	All sports teams will meet NCAA APR four year average of 930	15	15	15					
SG 7	Proposal submissions for external funding	20	28	19					
SG1	Number of research partnerships or collaborations	NA	NA	1					
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