

## *Academic Excellence Committee*

<b>Action Items</b>	<b>Short Range</b>	<b>Mid Range</b>	<b>Long Range</b>
<b><u>GRADUATE PROGRAMS</u></b>			
• Develop and implement the following new doctoral and professional programs:	X		
○ A doctoral program in Biology/Life Sciences jointly between the Biology Department and Agricultural Research	X		
○ A doctoral program in Curriculum and Instruction (Special Education Administration, Educational Finance, Higher Education Administration)	X		
○ A doctoral program in Counselor Education	X		
○ Doctor of Business Administration (DBA)		X	
○ A Law degree (J.D.)/Law School		X	
• Continue to cultivate the undergraduate and Master's programs in Psychology to provide a basis to develop a doctoral program		X	
• Continue to cultivate the undergraduate and Master's programs in History to provide more of a basis to consider developing a doctoral program			X
• Develop and implement new Master's degree programs in the following areas:			
○ Criminal Justice	X		
○ Mass Communications	X		
○ Physical Education	X		
○ Master of Arts in Teaching (MAT)	X		
○ Masters of Business Administration (MBA)	X		
○ Mechanical Engineering			X
○ Electrical Engineering		X	
○ Computer Science	X		
○ Theater/Performing Arts (MFA)		X	
• Consider changing teacher education to a five-year program (utilizing the MAT degree)		X	
• Obtain CACREP accreditation for the Counselor Education program	X		
<b><u>UNDERGRADUATE PROGRAMS</u></b>			
• Obtain AACSB accreditation for the School of Business	X		
• Develop and implement the following undergraduate programs:			
○ An AS degree in Nursing (which will eventually evolve to a BSN program)	X		
○ Manufacturing Process Engineering (Study the feasibility of an interdisciplinary bachelor's degree program among computer science, computer engineering, manufacturing engineering, and information systems and decision sciences.)			X
• Reactivate the undergraduate Social Work major	X		
• Re-open the Center for Young Children in fall 2007 as a preferred child care provider	X		
• Obtain accreditation for the Sport Management program by NASSM	X		
• Obtain accreditation for the Mass Communication program by ACEJMC	X		
• Promote and expand the Institute for the Study of Race Relations. Together with the graduate program in History and the Oral History Project, work toward developing a Center of Excellence in Black	X	X	X

## *Academic Excellence Committee*

Action Items	Short Range	Mid Range	Long Range
History and Culture.			
<b><u>GENERAL EDUCATION</u></b>			
• Assess the general education (GE) program using a nationally standardized instrument. (Include as many of the SCHEV competencies as possible.)	X		
• Reform and update GE based on assessment findings.		X	
• Require minimum proficiency levels for student performance in English composition, mathematics, and technology and provide academic support services.		X	X
• Require specific GE science courses for certain majors	X		
○ All business majors should take Physics as the GE science.	X		
○ All psychology majors should take Chemistry as the GE science.	X		
• Use the reform and enhancement of GE as the basis for the Quality Enhancement Plan in preparation for the next reaffirmation of accreditation by the Southern Association of Colleges and Schools.		X	
• Develop and implement a freshman seminar course that includes critical thinking and oral communication.	X		
• Review the GE programs at other institutions	X		
• Review the curricula of all majors to identify redundant courses for removal	X		
• Establish a Center for International Education to oversee Study Abroad and other programs	X		
<b><u>HONORS AND SCHOLARSHIPS</u></b>			
• Increase the number of provost and presidential scholarships to 200 per year	X		
• Review the dollar amount regularly to ensure that it is competitive with other institutions	X		
• Review and assess community college scholarship programs for effectiveness	X		
• Increase funding for scholarships through the Development Office (also grant writing)		X	
• Increase the size of the Honors Program consistent with the number of scholarships		X	
• Increase the number of honors courses offered		X	
• Expand honors related activities	X		
• Coordinate all honors activities campus-wide through the Honors Program			X
• Move the Honors Program toward becoming an Honors College			X
<b><u>ENROLLMENT PLANNING</u></b>			
• Achieve immediately a class of 1000 entering freshmen and 500 transfer students (primarily community college graduates with associate degrees)	X		
• Increase recruitment efforts over the next several years (e.g. 3-5) but maintain targets for freshman and transfer students. Target increased SAT scores for entering freshmen	X		
• Increase the pass rates in mathematics and English courses to increase the number of seats for entering freshmen	X		

## *Academic Excellence Committee*

<b>Action Items</b>	<b>Short Range</b>	<b>Mid Range</b>	<b>Long Range</b>
• Mount a serious recruitment effort for graduate students during the immediate three to five year period of holding freshman and transfer enrollment stable (double the number of graduate students from approximately 1000 to 2000).	X		
• Invest additional resources in graduate education (i.e. faculty release time, GTAs, graduate assistantships) to accommodate increased enrollment	X		
• After achieving the desired goals for entering freshmen (SAT scores, 3-5 years), increase overall enrollment at the University by 20 percent per year over the next five years through a combination of freshmen, transfers, and graduate students).		X	
• Provide the infrastructure to support increased enrollment (especially faculty and facilities)		X	
• Create "One-Stop Service Center" for student services, including Admissions, Registrar, and Financial Aid.	X		



## *Superb Co-Curricular Activities Committee*

Action Items	Short Range	Mid Range	Long Range
○ Reassess existing student leadership activities	X		
○ Increase the number of student organizations participating in the student leadership retreat	X		
● <b>Increase student participation in University-sponsored activities</b>			
○ Expand opportunities for the development of student leadership skills in academic units	X		
○ Empower student leaders and campus organizations participating in the student leadership retreat	X		
● <b>Develop student competence and leadership skills required to solve personal and interpersonal problems</b>			
○ Provide opportunities for students to interact in mentoring, individual or small group sessions to discuss their personal problems or concerns	X		
○ Develop a program to re-educate disciplined students toward more appropriate behaviors	X		
● <b>Integrate the multi-cultural, social education, and physical development of students</b>			
○ Develop a service learning program for students	X		
○ Provide forums/workshops that will increase the student's ability to adjust in an academic environment	X		
○ Offer a wider variety of cultural and social awareness events and programs to students and the University community	X		
○ Establish an internal grant program for student organizations or student academic clubs	X		
● <b>Provide food service facilities within the Student Union Building for traditional and non-traditional students</b>			
○ Develop an attractive, appealing ambience for dining for graduate students, faculty, staff, and University guests and visitors in Foster Hall	X		
<b><u>STUDENT HEALTH SERVICES</u></b>			
● <b>Provide services that are conducive to students, faculty, and staff</b>			
○ Implement a computerized medical records system			X
○ Revamp current immunization program to ensure compliance with Virginia's immunization laws	X		
○ Achieve accreditation through the Accreditation Association for Ambulatory Health Care (AAAHC)			X
<b><u>STUDENTS WITH DISABILITIES PROGRAM</u></b>			
● <b>Improve the quality of service for students with disabilities</b>			
○ Provide computer labs with adaptive equipment and assistive technology at various university sites	X		
○ Develop and implement a Students with Disabilities Summer Transition Program	X		
○ Establish credentials as a post secondary Student with Disabilities Program Model		X	
○ Include provisions for students with disabilities in the wellness center			X

## *Superb Co-Curricular Activities Committee*

Action Items	Short Range	Mid Range	Long Range
○ Establish a sign language course			X
<b><u>UNIVERSITY COUNSELING SERVICES</u></b>			
● <b>Develop a comprehensive counseling center</b>			
○ Develop a counseling program to enhance the personal, emotional, and social development of students	X		
○ Provide counseling on substance abuse and sexual assault prevention			
<b><u>ACADEMIC SUPPORT SERVICES</u></b>			
● <b>Enhance the Academic Support Center</b>			
○ Move reporting line of TRIO Programs from Student Affairs to Academic Support Center			
● <b>Promote and enhance the TRIO Programs (Student Support Services, Talent Search, Upward Bound)</b>			
○ Support the retention of first generation/low income/disabled students through continuation of college survival skills workshop	X		
○ Expand the roles of the TRIO Programs on campus and in the community	X		
○ Continue re-application for grant funding each four-year cycle for each program	X		
○ Request funding for the Ronald McNair Post-Baccalaureate Program	X		
○ Obtain funding for Achievement Program, Upward Bound Math-Science, and Educational Opportunity Centers (EOC)	X		

## *Research Agenda for the 21<sup>st</sup> Century Committee*

<b>Action Items</b>	<b>Short Range</b>	<b>Mid Range</b>	<b>Long Range</b>
• Clearly define the role of the Office of Research and Sponsored Programs (ORSP)	X		
• Expand the function and responsibility of ORSP	X		
• Add the following positions to the ORSP <ul style="list-style-type: none"> <li>○ Grants development officer</li> <li>○ Grant writer</li> <li>○ Pre-award specialist</li> <li>○ Post-award specialist</li> </ul>	X	X	X
• Restructure the grant processing system (change the form used and move the function from Administration and Finance to ORSP)	X		
• Post-award accounting should be done by A&F and ORSP as a shared function	X		
• All proposals should go through ORSP	X		
• Establish an indirect cost recovery system where a percentage of the indirect costs from a grant go back to the originating school and department		X	
• Create faculty incentives for research (salary supplements)		X	
• Provide a release time mechanism for new and junior faculty		X	
• Provide support for graduate assistants	X		
• Move from 298 <sup>th</sup> in the national ranking for total research dollars generated (in 2001) to 250 <sup>th</sup> or higher (the 298 <sup>th</sup> ranking=\$5.066M and 250 <sup>th</sup> =\$9.347M. Thus, we would need an increase in total research dollars of \$4.281M. This corresponds to an 84.5% increase.)		X	
• Increase total research funding by 10% per year over at least the next 10 years.		X	X
• Obtain more research funding from the following federal agencies: Department of Commerce, Department of Defense, Department of Education, Department of Energy, Environmental Protection Agency, Department of Health and Human Services, Department of the Interior, NASA and the National Science Foundation (At present, 96% of all federal research dollars coming to VSU in science and engineering come from USDA, with 4% coming from DoD; 0% comes from all other federal agencies.)	X		
• Move from 24 <sup>th</sup> to the top 15 (15 <sup>th</sup> or higher) in the ranking of research funding on science and engineering to HBCU's (This would require increasing research dollars from the present level of \$4.938M to at least \$8.593M.)		X	
• Increase opportunities for student involvement in research, both for undergraduate and graduate students	X		
• Obtain a MARC and an MBRS grant (These are major student training grants in the sciences.)	X		
• Review how institutional research data is reported	X		
• Establish a constant mechanism to provide matching funds when required on a grant proposal	X		
• Provide a constant mechanism for faculty and staff development in grantsmanship	X		
• Establish an Academy for African American Research in Virginia		X	

## *New Millennium Technology Committee*

<b>Action Items</b>	<b>Short Range</b>	<b>Mid Range</b>	<b>Long Range</b>
<b><u>NETWORK INFRASTRUCTURE</u></b>			
• Design, build, and maintain a University-wide physical data communications network that provides expanded capacity, is consistent in design, evenly deployed, highly reliable, and supportive of information technology goals.	X	X	X
• Conduct a thorough assessment of the network infrastructure to determine where we are lacking in resources and to allow for better planning and budgeting.	X		
• Develop and implement University-wide data networking policies and software standards that eliminate congestion, improve robust connectivity, and ensure interoperability and mobility, while addressing schools and University needs.	X		
• Develop policies and implement a comprehensive network security plan that protects the security of VSU's information technology resources and institutional data as well as safeguard personal privacy.	X		
• Adopt an upgrade design to guide investments in networking hardware, management tools, power connection, and new construction of data systems.	X		
• Perform a comprehensive inventory review and update all documentation of current conduit capacity, cable plant, and infrastructure equipment at the data center, building, and floor level across the University.	X		
• Seek innovative opportunities to create an integrated telecommunications infrastructure to provide new services, expand existing services, control overall bandwidth costs, and adapt to changes in voice, data, and video technologies at an institutional level.	X		
<b><u>HARDWARE/SOFTWARE UPDATE</u></b>			
• Systematically update all computer hardware and software over an established refresh cycle that approximates the useful life of the technology.	X	X	X
• Initiate a study of the most advantageous and cost effective way to systematically update computer hardware and software in a manner that will meet the needs of the University community as a whole. This study will include but not be limited to: <ul style="list-style-type: none"> <li>○ Review opportunities for site licenses.</li> </ul>	X		
• Conduct a thorough inventory of non-classroom workspaces: (faculty offices, lounges, libraries) to develop a resource plan.	X	X	X
• Conduct a user needs assessment to determine what sort of hardware/software they need.	X		
• Establish a set of standard refresh cycles appropriate to the needs of end users.	X	X	X
• Develop standards that will be reviewed semi-annually and updated as needed for new and existing hardware and software.	X		

## *New Millennium Technology Committee*

<b>Action Items</b>	<b>Short Range</b>	<b>Mid Range</b>	<b>Long Range</b>
<ul style="list-style-type: none"> <li>Develop interfaces and a common information delivery environment to facilitate the integration and use of data through an enterprise resources planning application</li> </ul>	X		
<b><u>HARDWARE/SOFTWARE SUPPORT</u></b>			
<ul style="list-style-type: none"> <li>Enhance and maintain information technology support at the University and/or school/division level for all users of standard hardware/software.</li> </ul>	X	X	X
<ul style="list-style-type: none"> <li>Expand development and training opportunities for faculty, staff, and students.</li> </ul>	X		
<ul style="list-style-type: none"> <li>Provide appropriate and sufficient resource persons through Academic Technology or OIT and/or locally in each school/division who can respond to requests for service and maintaining local LANs.</li> </ul>	X		
<ul style="list-style-type: none"> <li>Provide appropriate and sufficient resource persons through ITS for ITS for individual and group instruction and assistance on the use of information technology for academic and administrative applications</li> </ul>	X		
<ul style="list-style-type: none"> <li>Provide appropriate and sufficient resources, opportunities and assistance for faculty, staff and students to establish and maintain web sites for administrative or academic applications</li> </ul>	X		
<ul style="list-style-type: none"> <li>Establish a University-wide help desk (24/7) with around the clock availability.</li> </ul>	X		
<b><u>ADMINISTRATIVE INFORMATION SYSTEMS</u></b>			
<ul style="list-style-type: none"> <li>Enhance and deploy administrative information systems (Finance, Human Resources, Alumni Relations/Development and Student Services) to improve services through greater information sharing and redesigned workflow processes.</li> </ul>		X	
<ul style="list-style-type: none"> <li>Implement user-friendly web-based applications to expand and enhance access to information through online policies and procedures; forms and management information reports.</li> </ul>	X		
<ul style="list-style-type: none"> <li>Implement user-friendly web-based applications for: student access (e.g., demographic and financial aid information, online admission and registration, student records and requests); faculty access (e.g., demographic information, student records for advising, grading, class lists, and schedules); employee access (e.g., demographic information, deductions, employee records); alumni access (e.g., demographic information, gift history, on-line giving.)</li> </ul>	X		
<ul style="list-style-type: none"> <li>Implement a document imaging system and re-engineer institutional processes for the efficient maintenance, storage and retrieval of University documents and records.</li> </ul>		X	
<ul style="list-style-type: none"> <li>Develop and implement an online system for gathering and analyzing data required for outcomes assessment (e.g., student outcomes, research productivity).</li> </ul>	X		
<ul style="list-style-type: none"> <li>Provide ongoing training for users of administrative information systems.</li> </ul>	X		
<b><u>ACADEMIC SUPPORT</u></b>			
<ul style="list-style-type: none"> <li>Investigate options for instructional delivery that will enhance student learning through the use of information technology.</li> </ul>	X	X	X

## *New Millennium Technology Committee*

<b>Action Items</b>	<b>Short Range</b>	<b>Mid Range</b>	<b>Long Range</b>
<ul style="list-style-type: none"> <li>• Evaluate concepts of the mobile university, network computers, and other possible strategies for making computer hardware and software readily accessible to students.</li> </ul>	X		
<ul style="list-style-type: none"> <li>• Increase the number of sites and data outlets where laptop users may access local and Internet resources.</li> </ul>	X		
<ul style="list-style-type: none"> <li>• Establish a Faculty oversight committee to ensure that initiatives are centered on learner outcomes rather than technology outcomes.</li> </ul>	X		
<b><u>RESEARCH AND SCHOLARLY ACTIVITIES</u></b>			
<ul style="list-style-type: none"> <li>• Provide adequate resources to facilitate research and scholarly activities.</li> </ul>	X	X	X
<ul style="list-style-type: none"> <li>• Ensure that internal processes comply with federal mandates for the electronic transmission of grants and contracts.</li> </ul>	X		
<ul style="list-style-type: none"> <li>• Design an infrastructure that supports those requiring advanced technology.</li> </ul>	X		
<ul style="list-style-type: none"> <li>• Ensure that internal infrastructure provides for future options such as Internet 2.</li> </ul>	X		
<b><u>FACULTY DEVELOPMENT</u></b>			
<ul style="list-style-type: none"> <li>• Support faculty development to incorporate appropriate information technology into instructional methods.</li> </ul>	X	X	X
<ul style="list-style-type: none"> <li>• Continue to publicize and to expand the developmental opportunities now offered by the Academy for Faculty Development, library, Human Resources Office, and Office of Information Technology.</li> </ul>	X		
<ul style="list-style-type: none"> <li>• Promote the Center for Teaching Excellence as a resource for discovering and learning useful and usable methodologies to enhance the use of technology in teaching.</li> </ul>		X	
<ul style="list-style-type: none"> <li>• Prepare Graduate Teaching Assistants and graduate students to work in a learning environment that uses the resources of information technology.</li> </ul>	X		
<ul style="list-style-type: none"> <li>• Provide faculty development programs for adjunct faculty to learn the use of new technology and to share in its development.</li> </ul>	X		
<ul style="list-style-type: none"> <li>• Establish faculty incentives and reward structures, including development grants, load reductions and promotion and tenure recognition, to encourage use of technology in the learning environment, including distance learning.</li> </ul>	X		
<ul style="list-style-type: none"> <li>• Establish a Faculty oversight committee to ensure that initiatives are centered on learner outcomes rather than technology outcomes (as referenced in Goal 6, Objective 3)</li> </ul>	X		
<b><u>TEACHING FACILITIES</u></b>			
<ul style="list-style-type: none"> <li>• Maintain all teaching facilities and their associated support technologies at levels that are comparable to other educational institutions</li> </ul>	X	X	X
<ul style="list-style-type: none"> <li>• Promptly assess and propose updates for general-purpose classrooms in order that all classrooms be changed to Multimedia Classrooms.</li> </ul>	X		
<ul style="list-style-type: none"> <li>• Support, maintain, and inventory the technology in all classrooms as well as in teaching laboratories</li> </ul>	X		

## *New Millennium Technology Committee*

<b>Action Items</b>	<b>Short Range</b>	<b>Mid Range</b>	<b>Long Range</b>
<ul style="list-style-type: none"> <li>• Develop and coordinate an ongoing plan for the upgrading and renovation of teaching facilities.</li> </ul>		X	
<b><u>DISTANCE LEARNING</u></b>			
<ul style="list-style-type: none"> <li>• Develop Distance Learning as a means of fostering new markets, enhancing traditional place-based learning and to expand collaboration opportunities with other institutions.</li> </ul>	X	X	X
<ul style="list-style-type: none"> <li>• Refine current needs assessments and continually monitor the desires of the schools and programs to use distance learning in the curriculum.</li> </ul>	X		
<ul style="list-style-type: none"> <li>• Develop a three-year University plan for expansion of distance learning resources based on projected needs of the schools.</li> </ul>	X		
<ul style="list-style-type: none"> <li>• Provide faculty with the necessary staff, training, production resources and incentives to develop and implement distance learning curriculum/programs.</li> </ul>	X		
<ul style="list-style-type: none"> <li>• Provide support for administrative applications of distance learning technology as a means of reducing travel, saving time, and improving collaboration and communication.</li> </ul>	X		
<b><u>LIBRARY INFORMATION RESOURCES</u></b>			
<ul style="list-style-type: none"> <li>• Systematically update, evaluate and develop the Johnston Memorial Library Virtual System and other electronic/media resources in the University.</li> </ul>			X
<ul style="list-style-type: none"> <li>• Develop digital library capacity to complement teaching, research, and learning.</li> </ul>			X
<ul style="list-style-type: none"> <li>• Enhance data mining and retrieval ability of the library to access digital information</li> </ul>	X		
<ul style="list-style-type: none"> <li>• Provide real-time, web based, self-service access to academic information, resources and services</li> </ul>			X
<ul style="list-style-type: none"> <li>• Provide convenient, reliable and secure access to information resources from both on and off-campus</li> </ul>	X		
<ul style="list-style-type: none"> <li>• Enhance electronic collections to meet program and user needs</li> </ul>	X		
<ul style="list-style-type: none"> <li>• Enhance information literacy program to teach all aspects of information use, focusing on effective research skills, and to prepare students to apply research skills in diverse contexts and professional careers</li> </ul>	X		
<b><u>GOVERNANCE, FUNDING AND EVALUATION</u></b>			
<ul style="list-style-type: none"> <li>• Maintain the University Technology Coordinating Committee, Academic Technology Committee, and Faculty Senate Technology Workgroup and coordinate with the Distance Learning Task Force to monitor implementation of and update the Five year Technology Plan. Each of these bodies should have a diverse makeup drawn from the entire user community to ensure broad based representation.</li> </ul>	X	X	X
<ul style="list-style-type: none"> <li>○ To ensure that appropriate goals are being pursued, develop and conduct a broad based user needs assessment in each of these areas:</li> </ul>	X		
<ul style="list-style-type: none"> <li>○ Faculty development</li> </ul>	X		

## *New Millennium Technology Committee*

<b>Action Items</b>	<b>Short Range</b>	<b>Mid Range</b>	<b>Long Range</b>
○ Technology/Curriculum integration	X		
○ Student users	X		
○ Administrative users	X		
○ Research needs	X		
○ Establish an ongoing planning and evaluation process for the use of information technology	X		
○ Examine how technology affects the health and well being of information technology users, and lessen any undesirable effects. All future planning should stress learning outcomes rather than technical outcomes.	X		
<b><u>FINANCIAL RESOURCES</u></b>			
● Provide sufficient financial and human resources to implement all aspects of the ongoing technology plan.	X	X	X
● Develop benchmarks for funding technology at comparable education institutions.	X		
● Review all internal and external funding sources and identify resources to implement technology plan	X		

## *Progressive Financial Management Committee*

Action Items	Short Range	Mid Range	Long Range
<b>Increase Revenues Through Increasing Enrollment</b>			
<ul style="list-style-type: none"> <li>• Achieve immediately 500 transfer students, primarily Community College graduates</li> </ul>	X		
<ul style="list-style-type: none"> <li>• Achieve an overall enrollment increase of 20% per year over a five-year period (estimated between 2009 and 2014), resulting in approximately 10,000 students with the following breakdown:               <ul style="list-style-type: none"> <li>2/3 instate students</li> <li>1/3 out of state students</li> </ul> </li> </ul>		X	
<ul style="list-style-type: none"> <li>○ Impact for every additional 100 in-state full-time undergraduate students:               <ul style="list-style-type: none"> <li>Tuition (\$2,150 per year, per student)</li> <li>Comp Fee (\$2,262 per year, per student)</li> </ul> </li> </ul>	X	X	X
<ul style="list-style-type: none"> <li>○ Impact for every additional 100 out-of-state full-time undergraduate students:               <ul style="list-style-type: none"> <li>Tuition (\$9,010 per year, per student)</li> <li>Comp Fee (\$2,262 per year, per student)</li> </ul> </li> </ul>	X	X	X
<ul style="list-style-type: none"> <li>• Double graduate student enrollment (from 1000 to 2000)</li> </ul>	X		
<ul style="list-style-type: none"> <li>○ Impact for every additional 100 in-state full-time graduate students:               <ul style="list-style-type: none"> <li>Tuition (\$3,172 per year, per student)</li> <li>Comp Fee (\$2,262 per year, per student)</li> </ul> </li> </ul>	X	X	X
<ul style="list-style-type: none"> <li>○ Impact for every additional 100 out-of-state full-time graduate student               <ul style="list-style-type: none"> <li>Tuition (\$9,918 per year, per student)</li> <li>Comp Fee (\$2,262 per year, per student)</li> </ul> </li> </ul>	X	X	X
<b>Incremental Operating Costs Needed Due to Increased Enrollment</b>			
<ul style="list-style-type: none"> <li>• Seek increases in state financial aid for undergraduate students. (On average 43 out of 100 students receive these funds.)</li> </ul>	X	X	X
<ul style="list-style-type: none"> <li>• Increase scholarship availability per 100 Students from the present average of 9 to 25. The average scholarship per student receiving a scholarship is \$2,972; this means an increase in scholarship funding per 1000 students from \$267,480 to \$743,000 per year. (This needs to be projected over four years.)</li> </ul>	X	X	X
<ul style="list-style-type: none"> <li>• Add 1.25 additional faculty for every additional 25 FTE students. (Average faculty salary and fringe cost is \$64,408.)</li> </ul>	X	X	X
<ul style="list-style-type: none"> <li>• Increase tuition gradually for in-state students to reach a total increase of 50% over the current level</li> </ul>	X	X	
<ul style="list-style-type: none"> <li>• Increase academic department administrative/clerical support as enrollment increases.</li> </ul>	X	X	X
<ul style="list-style-type: none"> <li>• Increase OIT (Office of Information Technology) technical support as enrollment increases.</li> </ul>	X	X	X
<ul style="list-style-type: none"> <li>• Increase faculty and academic staff required to support new doctoral, masters, and baccalaureate programs.</li> </ul>	X	X	X
<b>Improve Management Accountability</b>			
<ul style="list-style-type: none"> <li>• Bring Financial and Management Accountability Reporting to level of National Best Practices</li> </ul>	X	X	X
<ul style="list-style-type: none"> <li>• Upgrade Administrative Systems</li> </ul>			
<ul style="list-style-type: none"> <li>• Complete implementation of the Banner System</li> </ul>	X	X	X

*Progressive Financial Management Committee*

**Action Items**

<b>Short Range</b>	<b>Mid Range</b>	<b>Long Range</b>
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- Purchase and install comprehensive University-wide space management information system

X



## *Outstanding Facilities Committee*

<b>Action Items</b>	<b>Short Range</b>	<b>Mid Range</b>	<b>Long Range</b>
<ul style="list-style-type: none"> <li>• <b>Develop and regularly update a Facilities Master Plan for all of campus</b></li> </ul>	X		
<ul style="list-style-type: none"> <li>• Renovate Jessie Bolling Building</li> </ul>			X
<ul style="list-style-type: none"> <li>• Renovate 3 Jackson Place Buildings</li> </ul>		X	
<ul style="list-style-type: none"> <li>• Renovate 4 Fourth Avenue Buildings</li> </ul>		X	
<ul style="list-style-type: none"> <li>• Renovate UTS Support Services Building</li> </ul>		X	
<ul style="list-style-type: none"> <li>• Complete air conditioning projects in all buildings, including residence halls</li> </ul>	X	X	X
<ul style="list-style-type: none"> <li>• Continue residence hall renovation projects</li> </ul>	X	X	X
<b>Address deferred maintenance issues</b>			
<ul style="list-style-type: none"> <li>• Reduce FCI (Facilities Condition Index) to under 5% and place all building systems on preventive maintenance</li> </ul>	X	X	X
<b>Campus enhancements</b>			
<ul style="list-style-type: none"> <li>• Develop a campus plan for tree maintenance</li> </ul>	X	X	X
<ul style="list-style-type: none"> <li>• Construct VSU-Appomattox Historic Trail from Simms Hall to Randolph Farm</li> </ul>	X	X	X
<ul style="list-style-type: none"> <li>• Construct VSU-Appomattox River Park to east of Simms Hall</li> </ul>		X	
<ul style="list-style-type: none"> <li>• Construct central pedestrian walkways, additional sidewalks, and do additional campus landscaping</li> </ul>		X	
<ul style="list-style-type: none"> <li>• Make central portion of campus pedestrian only</li> </ul>			
<b>Replace Classroom Furnishings</b>			
<ul style="list-style-type: none"> <li>• Replace furniture in 4 classrooms each year against a total of 60 classrooms</li> </ul>	X	X	X
<ul style="list-style-type: none"> <li>• Update specialized instructional equipment, other than personal computers</li> </ul>			
<ul style="list-style-type: none"> <li>• Update 1 academic department's laboratory classroom instructional equipment per year</li> </ul>	X	X	X
<b>Update Personal Computers</b>			
<ul style="list-style-type: none"> <li>• Update 1/5th of all faculty, staff, and student computer laboratory pc's each year</li> </ul>	X	X	X

## *Premier Development Committee*

Action Items	Short Range	Mid Range	Long Range
<b><u>DEVELOPMENT OFFICE OPERATIONS AND PROJECTS</u></b>			
• <b>Expand the capability of the University Development Office by adding the following staff</b>	X		
○ One grant writer	X		
○ One researcher	X		
○ Development Coordinator in each school (seven)	X		
○ Planned Giving Officer	X		
○ Major Gift Officer	X		
○ Administrative Staff	X		
○ Database Manager	X		
○ PR Marketing Officer	X		
• <b>Initiate a major gifts campaign</b>	X		
○ Procure a more sophisticated gifts/development information system			
○ Establish a giving society that recognizes major givers	X		
○ Emphasize naming opportunities (e.g., the <i>Earl Graves School of Business</i> )	X		
○ Establish solicitation level definition and assignments	X		
○ Volunteer core of solicitors	X		
○ Establish or contract Constituent Call Center	X		
• <b>Develop a planned giving program</b>	X		
○ Increase University endowment by approximately 100%	X		
○ Increase VSU Foundation endowment by approximately 100%	X		
• <b>Establish stronger collaboration with Alumni Association</b>	X		
○ Develop alumni services (lower-rate on-line community, lifetime e-mail, group travel, discount professional services, group insurances, student loan consolidation, mortgage insurance opportunities) and financial services	X		
○ Utilize celebrated alumni (visiting conductors, Billy Taylor, etc.) to procure major funding for music-related activities.	X		
• <b>Transition the Development Office from E&amp;G funding and have Development budget come from VSU Foundation via endowment taxing</b>		X	
• <b>Develop programmatic thrusts, particularly major gifts</b>	X	X	X
○ Pre-College Liberal Arts Academy (reading, writing, mathematics, science)		X	
○ GED Preparation Program	X		
○ Three-year fast-track bachelors program		X	
○ Campus-wide Student support entity			X
○ Nursing Program	X		
○ Homeland Security (MSC)	X	X	X
○ Vocational School and other Articulation Agreements		X	X
○ Technological Research (Bioinformatics)			
○ Federal Appropriations (FIPSE, TEA 21, Historic HBCU Buildings, Technology)			
<b><u>MAJOR FUNDRAISING</u></b>			
• <b>Increase the endowment fund to \$15 million in 5 years</b>	X		
• <b>Increase the endowment to \$50 million in 10 years</b>		X	
• <b>Increase the endowment to \$100 million in 15 years</b>			X

## *Premier Development Committee*

Action Items	Short Range	Mid Range	Long Range
• <b>Initiate a capital campaign of at least \$25 million (over five years) with requisite campaign feasibility study</b>	X		
• <b>Increase alumni giving rate to 20% from current 8% level</b>	X		
<b><u>COMMUNICATIONS AND MARKETING</u></b>			
• <b>Complete a comprehensive Marketing Research plan</b>	X		
• <b>Complete an annually reviewed advertising campaign</b>	X		
• <b>Complete a Global Communications plan</b>	X		
• <b>Complete an annually reviewed Public Relations campaign</b>	X		
• <b>Complete an annually reviewed Internal Communications plan</b>	X		
<b><u>ENTREPRENEURSHIP</u></b>			
• <b>Establish VA State Student Industries</b>		X	
○ Staffed by students and some community persons with professional and faculty supervision to create the following:		X	
➤ Unrestricted revenue			
➤ Student earning for tuition and fees			
➤ Learning centers—particularly for the School of Business			
➤ Holistic education—i.e., teamwork, citizenship, time management, personal fiscal management, economic maturity, and personal responsibility			
➤ Engendering student ownership/school pride			
➤ Increased retention and graduation rates via financial assistance system			
○ Products and Services – bearing a unique <u>VAState</u> brand name		X	
➤ Artistic products			
➤ Extension Program: agriculture, aquaculture, etc.			
➤ Community Music School			
➤ Constituent Call Center			
➤ Child care			
➤ Copying and graphics			
➤ Convenience Store			
• <b>Undertake real estate development through collaboration with the VSU Foundation</b>		X	
○ Emphasis on properties adjacent to campus in the village of Ettrick and Matoaca		X	
• <b>Implement a Comprehensive Community Economic Development Program in collaboration with the VSU Department of Economics</b>		X	
○ Promote and become actively involved in the tourism industry.		X	
○ Provide viable services to residents and students.		X	
○ Secure historic designation for campus buildings on both the Virginia and National Registries (as applicable).	X		
○ Establish a small business development center.		X	
○ Establish a career services development entity		X	
<b><u>RESEARCH AND COLLABORATION</u></b>			
• <b>Secure a well-known art collection emphasizing historical nature of the Petersburg locale; this can be a touring collection and tourism attraction</b>		X	
• <b>Develop an archeological collaboration (e.g., Civil War and Colonial Period; industrial revolution inventions at VSU)</b>		X	

*Premier Development Committee*

Action Items	Short Range	Mid Range	Long Range
<ul style="list-style-type: none"><li>• Establish one or more major corporate alliances based upon research, provision of services, or other common interests (e.g, Columbia HCA, Wal Mart, Kroger)</li></ul>		X	
<b><u>CAPITAL IMPROVEMENTS/FACILITIES</u></b>			
<ul style="list-style-type: none"><li>• Complete a Convocation/Conference Center as a revenue generator staffed via Student Industries</li></ul>		X	
<ul style="list-style-type: none"><li>• Expand the Student Union to a goods and services pavilion</li></ul>		X	
<ul style="list-style-type: none"><li>• Complete the Law School Building</li></ul>		X	
<ul style="list-style-type: none"><li>• Complete an Art Museum (via renovation or new construction)</li></ul>			X
<ul style="list-style-type: none"><li>• Provide additional student housing</li></ul>		X	

## *President's Office and Advancing the Athletics Cause Committee*

<b>Action Items</b>	<b>Short Range</b>	<b>Mid Range</b>	<b>Long Range</b>
<b><u>ATHLETICS</u></b>			
• Achieve national recognition in Division II in all participating sports	X		
• Get freshman to sophomore persistence rate for student athletes to 75%			X
• Get student athlete graduation rate up to 75%			X
• Obtain world-class athletic facilities, inclusive of athletic residence halls			X
• Increase athletic offerings, add soccer and swimming		X	
• Move from NCAA Division II to Division I-AA		X	
• Become competitive in Division I-AA			X
• Expand scholarship base up to NCAA guidelines		X	
• Produce more world-class athletes with a target of two per five years to play professional sports	X	X	X
• Host regional, national, and world-class sporting events (e.g , Pre-Olympics events)		X	
• Get greater media exposure for VSU Athletics		X	
• Recruit more international student athletes, at least two per year	X		
• Improve marketing and community relations		X	
• Foster a supportive environment for student athletes	X	X	X
• Increase athletics alumni giving to athletic programs (by 20% to 50%)	X		
• Expand Athletics recruiting base and budget	X		
• Improve gender equity and work toward full Title IX compliance	X		
• Increase staff/faculty support of athletic events	X		
<b><u>HUMAN RESOURCES</u></b>			
• Enhance technology of current HR system and other components to provide more accurate and timely service and data	X		
• Increase staff proficiency in technology	X		
• Further diversify the University workforce	X		
<b><u>POLICE DEPARTMENT</u></b>			
• Reduce the crime rate on campus by 50%	X		
• Reduce the loss of University property from theft by 80% (with an ultimate target of 100%)	X		
• Incorporate the use of technology and surveillance equipment, as appropriate, into overall crime reduction strategy	X		
• Enhance community linkage with neighboring county and city law enforcement agencies	X		
<b><u>PRESIDENT'S OFFICE</u></b>			
• Produce a new marketing video tape each year that promotes the University as a whole	X		
• Establish a sense of community among all campus and community constituents		X	
• Establish Virginia State University as the "University of Southside Virginia"		X	
• Develop and foster a more international focus for the University	X		

*President's Office and Advancing the Athletics Cause Committee*

**Action Items**

**Short  
Range**    **Mid  
Range**    **Long  
Range**

**TITLE III**

- Ensure that Title III funds are utilized in a well organized and coordinated fashion to best serve the overall needs of the institution.

X

## *Working for the Community We Serve Committee*

<b>Action Items</b>	<b>Short Range</b>	<b>Mid Range</b>	<b>Long Range</b>
<b>EDUCATION</b>			
• Prepare more teachers for the local school districts, especially in the areas of math and science	X	X	X
• Establish a higher standard for teacher education graduates	X		
• Continue and expand the Praxis Preparation program		X	
• Work more closely with the local school districts	X		
• Have the Educational Leadership faculty interact more with the schools	X		
• Have functions on campus for teachers and school personnel	X		
• Become an Algebra Project site	X		
<b>COMMUNITY NEEDS</b>			
• Help with the analysis of community issues	X	X	X
• Develop a service for the assessment of community needs			
• Provide organizational training and assistance	X	X	X
• Provide management training and assistance	X	X	X
• Assist community groups and others with grant writing, especially the evaluation component	X	X	X
• Do research on community issues	X	X	X
• Organize a system for community access to university information and resources	X	X	X
• Actively assist with the revitalization/advancement of communities in crisis	X	X	X
<b>COMMUNITY DEVELOPMENT</b>			
• Convene various agencies (local, state and federal) and community groups for the dissemination of information and coordination of activities	X	X	X
• Implement some coursework or an academic program in community development		X	
• Re-start the degree program in Social Work	X		
• Provide assistance to various groups in identifying corporate support	X	X	X
• Promote service learning and active citizenship among students	X	X	X
• Help address the issue of housing availability for teachers and young professionals		X	
• Function as an axis/network for local development of community projects	X	X	X