

Virginia State University Board of Visitors
Strategic Plan Advisory Group
Meeting Minutes
10:00 a.m.; Thursday, April 12, 2018
Board Room, Room 310, Virginia Hall, Room 310

CALL TO ORDER

Mr. Huron F. Winstead, Vice Rector, called the meeting of the Virginia State University (VSU) Board of Visitors (Board) Strategic Plan Advisory Group to order in the Board Room of Virginia Hall on the campus of Virginia State University at 10 a.m.

ROLL CALL

A quorum was present.

Committee Members Present:

Mr. Huron F. Winstead, Vice Rector
Ms. Thursa Crittenden, Board Secretary
Dr. Daryl C. Dance, Vice Chair, Academic & Student Affairs
Mr. Michael Flemming, Chair, Facilities, Finance & Audit
Ms. Jennifer Hunter, Chair, Institutional Advancement (*electronic means*)
Mr. Glenn Sessoms, Chair, Personnel & Compensation (*electronic means*)

Other Board Members Present:

Mr. Charlie Hill (*electronic means*)
Mr. Gregory Whirley

Administration Present:

Dr. Donald Palm, Provost
Ms. Sharon Taylor, College of Business
Dr. Emanuel Omojokun, College of Business
Dr. Annie C. Redd, Board Liaison

Legal Counsel Present:

Ramona L. Taylor

APPROVAL OF AGENDA

The Committee approved the agenda as printed.

APPROVAL OF MINUTES FROM PREVIOUS MEETINGS

None.

REPORTS

Dr. Palm thanked the Board members for the opportunity to share updates about the Strategic Plan. He acknowledged Dr. Emmanuel Omojokun, Dean of the Reginald F. Lewis College of Business, and Ms. Sharon Taylor of the College of Business as valuable members of the Steering Committee who were present to provide input in the whole process. Dr. Palm stated that the SACSCOC reaffirmation process informed us of the importance of the Strategic Plan and the mission. The University is in a really good place now to move forward with the Strategic Plan.

The update and overview for this meeting included:

- The Strategic Planning Milestones (developed with GENEDGE Consultant)
- Where we are with the milestones
- Where we are going—the destination
- Engagement with Board members to hear their expectations
- Stakeholder identification
- Communication Plan
- SPOT Analysis
- Next Steps as we move forward

Plans include:

- Developing a roadmap for the future of VSU with the Strategic Plan.
- Looking at a web presence to make sure everyone is on the same page.
- Look at the 6-year plan with the state and the University's 5-10 year Strategic Plan; determine how long we want to extend the Strategic Plan and what it will take to get there.

Questions and Concerns from Board members

- Have do we come up with a desired destination or path for the Strategic Plan?
- What is the destination?

Dr. Palm indicated that we are now in the process of developing the destination or path forward. The Strategic Plan will be used to develop a plan/roadmap to the destination and determine where we are as a university. Other comments were as follows:

- Identify stakeholders and best method(s) to communicate with those stakeholders
- Engage stakeholders in the process
- Determine/assign responsibility for various components of the Strategic Plan
- Use the SACSCOC reaffirmation process as a guide wherein all things will be measured
- Utilize the Strategic Plan's goals and objectives to assess the plan and guide us in delivering the mission for the university
- Review the institutional mission as part of the process
- Roll out a plan that includes a timeframe and related budget

- Take the opportunity to become innovative and to look to the future
- Start thinking outside of the box in where we need to be

Milestones set by GENEDGE Consultants

Milestone #1

- We are developing a baseline of internal and external perspectives.
- Since working with GENEDGE we have developed a Steering Committee, a true representation across the university to include a student and alum.
- Currently waiting for the alumni election for President so that we include that person on the Steering Committee.
- We are storing our documents in the Cloud, a very secure place where all Steering Committee members will have access to them.
- There is a sub-committee working under the Steering Committee; developing a SPOT analysis similar to the SWOT; the committee uses “Problems” instead of “Weakness”.
- The Steering Committee identified institutional stakeholders; stakeholders identified by Board members will be added to the list.
- Need to know 1) how to communicate with stakeholders, 2) who makes decisions within the organizational structure, and 3) how to communicate with those who are not making decisions.

Concerns and Suggestions from Board members

- Some alumni believe they are in the dark and in terms of giving because they don't know what's going on.
- This is a golden opportunity to involve the Alumni Chapter Presidents to get focus groups or work groups.

Dr. Palm responded that we are in a good space to engage the alums. The committee will develop an outstanding and phenomenal plan to ensure we are engaging people at every level.

Dr. Omojokun indicated that Ms. Reshunda Mahone works with alumni, and some alumni will be involved in focus groups and surveys. We have laid the groundwork for Milestone #1.

Milestone #2: Institution and Environment

The institution delves into environmental scan and external factors affecting competitiveness.

Questions to answer:

- Are our products and services relevant?
- Are we meeting the needs of faculty, students and industry partners?
- Why will customers buy our services?

- How are our customers segmented?
- Where are we in the industry supply chain?
- What's driving customer needs?
- Do we meet customer's needs?
- Are students able to get into the workplace?
- What does research say about customer trends, needs, and drivers?

Suggestions from Board members

- Look to industry partners for feedback on what is needed
- Focus on Cybersecurity
- SAP Certification
- Engage the corporate community
- Understand the needs but expose in a formal way
- Need internships and jobs

Dr. Palm indicated that we may be doing a good job in the colleges, but we can do a better job at the University. An opportunity can identify where we are and how to move forward to things we should be doing. For example,

- Incubator
- Smart campus
- Address things to help us get there and make us great
- Forward thinking

Questions/Concerns from Board members

- Will the committee incorporate language in the Strategic Plan that the Board understands? Dr. Palm will make sure the GENEDGE Consultants align the language so the Board will understand.

Growth and Branding

- There is an opportunity for growth and branding of the university.
- How do we brand the university?
- Do we have a brand?
- We need to know that we do have a brand and it is clearly understood by all.

QEP Success with this Milestone

Board members asked for clarification on how the QEP success integrates with this milestone and where it fits into the SPOT Analysis.

- Tells what is coming down the pike, doing a baseline, get everyone involved
- Developing a mission, Strategic Plan, budget

- Important to get Board engaged to add to the process

Milestone #3: Key Competitive Strengths going forward

Institution begins to hone in on real strengths and opportunities, plus visualize potential industry and customer strategies.

Questions to Answer

- Do we have customer data to drive decisions?
- What will we do based on data?
- How do we compare to the competition in each division?
- What makes us different than our competitors?
- What are our internal strengths and problems?
- How do our services solve customer problems?
- What other ways can we differentiate ourselves from the competition?
- Do we have a market for our in-state and out of state students?

Dr. Omojokun indicated that the Provost said he would involve the Board along with faculty members and others from the beginning to avoid pitfalls of the past. Dr. Omojokun stated that many of the Board members' questions will be answered when we develop the SPOT Analysis.

Milestone #4: Competitive Advantage and Strategic Plan with Roadmap

Defines specific customer opportunity(s) linked to 5 Bold Steps

Questions to Answer

- What is our organization's value proposition?
- What will it take to meet our vision?
- Will our organization change to accomplish vision?
- What are new KPIs?
- What action will we take to achieve plan?

Questions and Comments from Board members

- Some alumni can tell you clearly what's needed and where the institution needs to go, as well as corporate leaders.
- Does anyone know the cutting edge things we are doing at VSU?
- Alumni and corporate leaders can give some good comments for the Strategic Plan.
- Will start looking at bold steps for the Strategic Plan.
- Need to be a living and breathing document, yet simplified, and impactful.

Milestone #5: Business Case Review and Action Plan

Strategy Review and implementation of tactical action plan

Dr. Palm indicated that he will meet with the Steering Committee on Friday, April 13th, to talk about the next phase.

Board Engagement

Strategic Plan Expectations from Board Members

- Comprehensive document in which other plans would roll up under or into, and be a subset of the Strategic Plan
- Specific term on Strategic Plan (10, 20, 30 year plan) with progression visited monthly or quarterly
- Operational definition
- Articulate a vision and is easy to understand
- All stakeholders get a copy of Strategic Plan
- Milestones and measures are looked at and changes are made at that time.
- Vision, state values, goals, objectives, action plan items
- Action items should be monitored and tied to budget
- Determine how much the Strategic Plan will drive the budget
- Process to engage alumni chapter presidents in plan and their charge is to take information back to alumni members
- Share critical information monthly/quarterly as a part of communication
- Expose VSU to corporate community because some executives don't know about VSU; others schools know about VSU but are not pushing it
- Business model for VSU must change
- Must have more diversity since other institutions are recruiting students of color
- Represent the things our corporations are looking for
- Each college must have an overall plan that aligns with the university
- Opportunity to take the school from a reactive posture to a proactive posture
- Keep focus on positive things that will move us forward
- Plan that is clear, simple, future oriented, actionable
- Determine the right timeline for VSU
- Have a variety of stakeholders (primary and secondary)
- What we hear is fact based and not emotional
- Must have a vision for 10 years
- Our graduates are able to get hired
- Diversity must be a part of the fit
- Confirmation of the destination (the desired future)
- Best strategy to get to destination and be clear of what it is

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- VSU state of being vs VSU state of mind
- Clarify around destination plan for VSU
- Buy in, feedback, communication, setting up for destination
- Make sure VSU alum and other friends know what the destination is and that they receive feedback; use Strategic plan to gather support

Questions and Comments from Board members

- Do we want a higher version of VSU or higher place where people can be transformed?
- Everyone will know the end point and here will be a process that may change over time
- How can you formulate questions if you don't know the destination?
- Doing a SPOT Analysis will help us determine the destination and how to get there through stakeholders and industry persons

Stakeholder Identification from Board members

Dr. Palm provided the Board members with a copy of the Stakeholder Analysis and asked the Board members to identify some of the stakeholders and whether anymore should be added to the list. Stakeholders are our supporters, resisters, and engagers.

It was recommended that other stakeholders should be added as time goes by.

- Local Alumni Chapter Presidents to reach out to other alums
- Athletic Boosters
- Governor
- Stakeholders in government positions that will affect policy and funding for VSU
- State Agriculture
- Secretary of Education
- SCHEV
- Cluster of Legislators (e.g., Speaker of the House)
- House Appropriation Chair
- Alumni in the General Assembly

It was suggested that the committee develop strategies around primary and secondary stakeholders. Dr. Palm asked the Board members to think of others by the time they meet in the next week or two.

SPOT Analysis

Dr. Palm indicated that the committee has identified 6 categories for the SPOT Analysis: Faculty, Students, Processes, Programs, Research and Facilities.

- Look at analysis in a futuristic way
- Look at opportunities at University for reaching 10 years, etc.

- As a Board what do you see as opportunities for the university?
- What are the overarching themes?
- Look at the opportunities and then look at the internal strengths, problems, and threats
- Looking for BOLD opportunities
- If our branding is not well known, and we want to be intentional about recruiting...must be our own voice

Examples provided by Board members

<p>Opportunity #1</p> <ul style="list-style-type: none"> • Online Programs 	<p>Threats</p> <ul style="list-style-type: none"> • Competing against self – will lose students who come to university • Competition (late in the market)
<p>Strengths</p> <ul style="list-style-type: none"> • Faculty and staff • Technical infrastructure 	<p>Problems</p> <ul style="list-style-type: none"> • Funding
<p>Opportunity #2</p> <ul style="list-style-type: none"> • Recruitment of nontraditional students coming to an HBCU • More students, diverse, nontraditional, international 	<p>Threats</p> <ul style="list-style-type: none"> • Marketing

Bold Opportunities

- Feeder program like Richard Bland and William & Mary
- Foreign program like VCU
- Off-site campus
- CCAM to have a civil, mechanical program
- Signature programs
- \$500 million campaign for scholarships for students - Only way to have diversity and signature programs
- Leading edge degrees - Artificial intelligence, data analytics and history
- Renown faculty, research, world class faculty
- Recruiting students
- Smart campus
- Living and learning campus
- Student Union

- World class research
- Online programs (Engineering, data analytics)
- Entrepreneurial programs for minorities who want to get into business but don't know how to start
- Agriculture
- Teacher Program (was once known for teaching program at VSU)
- Leadership programs
- Medical programs (looking long-term 10 to 20 years)
 - Physicians will be giving back to the university
 - Medical scholars programs get more funding
- Engage other universities (i.e. Virginia Tech)
- Radical economics

Questions, Comments, Suggestions

- What is the institution known for?
- Some colleges are known for multiple things
- Identify possibilities for VSU in the future
- Do you have the other things needed first to get there?
- Put in the plan how to get there
- Cutting edge things can happen at VSU if we set the bar
- Identify where strengths are
- If goals and objectives are bold enough all stakeholders are part of the plan
- Governor needs to know about the plan
- Once engaged the stakeholders we will get there
- Minority Entrepreneurial program originated out of VSU
- Under leadership there are opportunities for minors and certifications
- Students regardless of major will have leadership attached to their last name
- Need leadership focus to compete world-wide to make students feel prepared
- BOLT was accepted as QEP (Building Outstanding Leaders for Tomorrow)
- The mission has leadership and must develop students as leaders
- What do we need to do less of than we offer?
- Why don't we partner with other universities to pool resources and achieve the same goals (i.e. Virginia Tech)
- Where do we play in radical economics? Where is our place? Who is driving that?
- Bold culture of giving program where students come in as freshmen and start giving

Summary

Dr. Palm provided an update on the status of the Strategic Plan and gathered bold ideas from Board members. He indicated that there will be room for engagement and would like to know how to engage the Board. A Board member suggested sharing this conversation with the entire Board. The question still exists as to how best to engage alumni to get their buy in.

- We must take ownership of bold steps and help provide resources
- Provide communication
- Be very active in making opportunity available
- Engage various stakeholders
- What dream do we have and how do we close the gap to raise \$500 million a year?
- Find a way to get people involved who don't engage VSU every day

Recommendations from Board members

- Be cautious with the word "*renown*" professors because it seems degrading
- Don't like the word "*processes*"
- Choose another word other than "*milestone*"
- Consultants must use terms appropriate for the audience

The Board members' concerns will be communicated to the GENEDGE Consultants during the Strategic Planning Meeting on Friday, April 13th. Dr. Palm indicated that the timetable for the Strategic Plan is November 2018 so the Board can vote on the Strategic Plan. The committee will work over the summer and will be aggressive. The Strategic Plan will be implemented in Spring or Fall 2019 and will align with the budget cycle. There is a plan for a presentation on the progress of the Strategic Plan at the Board meeting and Retreat in August.

ADJOURNMENT

There being no further business, Mr. Winstead adjourned the meeting at approximately 12:05 p.m.



Huron F. Winstead, Vice Rector

9.21.18

Date