

VISION 2020

State's Roadmap to the Future



WEST VIRGINIA STATE
UNIVERSITY

> Letter from the President



More than a year ago, West Virginia State University students, faculty, staff and alumni set a course for greatness. These more than 40 individuals worked together to develop an inclusive, comprehensive strategic plan to bring the University's vision and mission to life. Together, we call this effort, *Vision 2020: State's Roadmap to the Future*.

This unified effort stretched across key areas of recruitment, retention and degree completion, rebranding and marketing our institution, research growth, alumni engagement, philanthropic giving and enhancement of the campus infrastructure, all-the-while enhancing and expanding our academic offerings.

Through the hard work and dedication of many individuals, I am pleased to provide West Virginia State University's strategic plan, *Vision 2020: State's Roadmap to the Future*, which will guide our collective efforts toward each of our key areas and overall success.

Now, the true challenge begins. Implementing this comprehensive plan across every aspect of the University will require dedication and perseverance. In order to demonstrate the institution's progress in achieving the goals and objectives outlined herein, a series of reports will be produced. Such reports will provide status updates regarding where we were, how far we have come and what we need to accomplish well into the future.

Throughout this entire process, West Virginia State will remain focused on excellence, accountability and student centeredness in each and every action and interaction. I look forward to working with all members of the State family to lift this plan off the enclosed pages and into everyday life taking place at our beautiful Institute campus.

The course for greatness has been set and, together, we will now travel forward with passion and purpose for our entire State family—today, tomorrow and long into the future.

GO STATE!

Sincerely,

A handwritten signature in black ink, enclosed in a thin white oval. The signature is cursive and appears to read "Brian O. Hemphill".

Brian O. Hemphill, Ph.D.
President, West Virginia State University

> Board of Governors

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"Thinking well is wise; planning well, wiser; but doing well is the wisest and best of all"
(Persian Proverb).





WEST VIRGINIA STATE
UNIVERSITY

> Vision:

West Virginia State University will become the most student-centered, research and teaching, land-grant university in the State of West Virginia and beyond.

> Mission:

West Virginia State University will meet the higher education and economic development needs of the state and region through innovative teaching and applied research.



"Networking got me to WVSU. Through a connection at a school where I volunteered, I met a college advisor who encouraged me to look at State. I continue to network as a University student. I have met many people on campus and in the community who support me academically, personally and spiritually. My family and I know that it is a privilege for me to be a student at West Virginia State University – it is an experience and honor that I do not take for granted."

*Cooksey Hunter IV
Class of 2015, Business Administration
Washington, D.C.*

Letter from the Vision 2020
> Co-Chairs



Colleagues and Friends,

Working on *Vision 2020: State's Roadmap to the Future* is a very special experience. It gives us the opportunity to work with intelligent and passionate students, faculty, staff and friends of the University. Their contributions to this plan cannot be overstated. It is due to the voices of so many that this plan represents the best of all that WVSU is and will become. Student success is at the heart of each idea, goal and strategy included in *Vision 2020*.

Vision 2020 reflects new thinking about and articulation of what we aspire to, the values we share as a community, what we teach, how we conduct research and all that we bring to our community, state, region and nation.

Our work is not complete with the production of this document. Rather, it is the end of one process and the beginning of ongoing discussions and activities to move the plan forward and shape our future. This future depends on the continued participation of all stakeholders. Work to move the plan forward is already underway.

We are so very grateful for the time and effort that many have committed to the creation of *Vision 2020*. We look forward to continuing our journey and implementing the work necessary to bring to life the ideas shared here. This plan is our road map. WVSU will succeed because of the dedication and passion that went into crafting the strategic plan that follows.

R. Charles Byers, Ph.D.
 Provost and Vice President for Academic Affairs

Kitty McCarthy
 Vice President for Enrollment Management and Student Affairs

> History

of West Virginia State University

Billy Joe Peyton, Associate Professor of History

West Virginia State University was founded under provisions of the Second Morrill Land-Grant Act of 1890, one of 17 such institutions authorized by Congress to educate African-American students in segregated states. On March 17, 1891, the West Virginia Legislature created the West Virginia Colored Institute. Shortly thereafter, black leaders convinced a site inspection committee to locate the institute at Piney Grove (present-day Institute), an African-American community which had once been part of a large slave plantation. The state purchased a 30-acre tract from Elijah and Marina Hurt on which to build the school.

When the co-ed Institute opened its doors in May 1892, the faculty consisted of Professor J. Edwin Campbell, Principal and Professor of Mathematical Science, Professor Byrd Prillerman, Assistant Principal and Professor of English Language, and T. C. Friend, Practical Farmer. Over 40 students enrolled for the first full term in the fall, with a curriculum consisting of courses in agriculture, horticulture, mechanical arts and domestic science. Teacher education courses were added the following year. In the early period, the Institute offered the equivalent of a high school education, along with vocational and teacher training. Military education became an integral part of the school as well, and in 1899 the Legislature passed a bill to admit up to 60 cadets.

In 1909, Booker T. Washington recommended his friend and noted educator, Byrd Prillerman, to serve as president. As a former Kanawha Valley resident with strong family ties to the area, Washington was a

frequent campus visitor and guest lecturer whose educational style at the Tuskegee Institute was modeled at Institute. During Prillerman's 10-year administration, the school established its reputation as the center of black intellectual life in the state.

In 1915, the school became the West Virginia Collegiate Institute and gained the authority to grant college degrees. In 1919, 31-year-old John W. Davis became president of the Institute. He led the school for 34 years, and remains the longest-serving president in school history. A Morehouse graduate, Davis recruited highly qualified faculty and focused on curriculum development. He persuaded noted historian and Huntington, W.Va., native, Carter G. Woodson, to assist him as academic dean. Regarded as the Father of Black History, Woodson earned his doctorate from Harvard in 1912 and founded the *Journal of Negro History*.

In 1927, the Collegiate Institute was accredited by the North Central Association of Colleges and Schools, making it the first of 17 original black land-grant schools to be certified by a regional association and one of only four black colleges to gain such status. It also became the first public college in West Virginia to be accredited by North Central. The institution's name changed to West Virginia State College in 1929. With an enrollment of 1,000 students, the college contained divisions of Applied Arts and Sciences; Languages, Literature and Fine Arts; Natural Sciences and Mathematics; and Social Sciences and Philosophy.

In 1939, West Virginia State College became the first of six historically black colleges to be authorized by the Civil Aeronautics Authority to establish an aviation program. Benefiting from the presence of Wertz Field airport adjacent to campus, the program supplied a number of black pilots to the U.S. Army Air Corps in World War II. In fact, several college aviators joined the famed 99th Fighter Squadron and 332nd Fighter Group that served with distinction in the European Theater. In 1942, a college ROTC program was established as an artillery unit. The rich ROTC tradition continues to this day, and we proudly claim 15 general officers who have graduated from West Virginia State. They include Major General Charles C. Rogers (Ret.), the only surviving West Virginia native to be awarded the Congressional Medal of Honor for his actions during the Vietnam War.

West Virginia State College underwent a significant transformation under the guidance of President William J. L. Wallace (1953-73). Immediately after the Supreme Court's 1954 decision in *Brown v. the Board of Education of Topeka* made it unconstitutional to prohibit co-racial higher education, nearly 400 white students applied for admission. By 1966, African-Americans represented but 20 percent of the total student population. This unique case of "reverse integration" garnered national attention and President Wallace hailed it as "a tribute to the character and courage of the people of Kanawha Valley." As a result, West Virginia State proudly adopted the motto "A Living Laboratory of Human Relations."

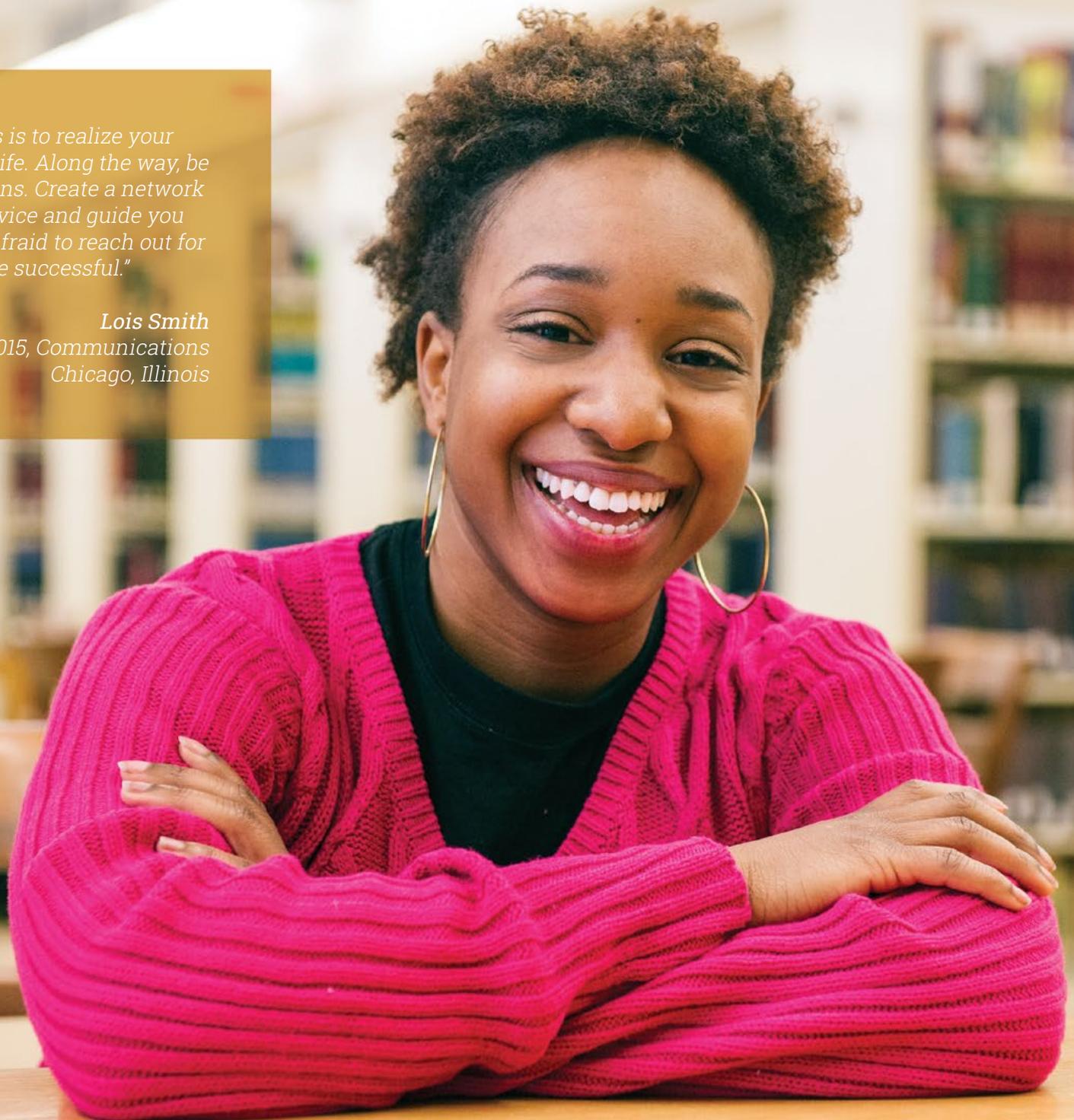
Enrollment substantially increased after the removal of racial barriers; however, the institution lost its land-grant status in part due to desegregation efforts. In 1957, the West Virginia State Board of Education voted to end state funding needed to match federal land-grant aid to West Virginia State, the only 1890 land-grant institution to lose such funding. Following a 12-year effort, the U.S. Congress fully restored land-grant status in 2001.

West Virginia State College became West Virginia State University in 2004 and began offering graduate degrees in Biotechnology and Media Studies. In 2008, the Legislature fully separated the community and technical college from the University. The name of the community college changed to Kanawha Valley Community and Technical College in 2009 and in 2012 KVCTC moved to a new location in South Charleston.

In July 2012, following a nationwide search, Dr. Brian O'Harold Hemphill became the 10th president of West Virginia State University. Dr. Hemphill's predecessor, Dr. Hazo W. Carter, Jr., the first to lead the school under university status, was named President Emeritus. West Virginia State University now offers 21 bachelor's degrees and four master's degrees. With the goal of improving the quality of students' lives as well as the quality of life for all West Virginia citizens, West Virginia State University is positioned to become the most student-centered research and teaching, land-grant university in West Virginia and beyond.

"My advice to new students is to realize your dream of creating a better life. Along the way, be open to finding your passions. Create a network of supporters to provide advice and guide you on your journey. Never be afraid to reach out for help – it will allow you to be successful."

Lois Smith
*Class of 2015, Communications
Chicago, Illinois*



> Vision 2020

Strategic Planning Methodology

Under President Hemphill's direction, *Vision 2020* strategic planning efforts were launched in November 2012. At that time, the following information was shared with the taskforce.

The Purpose of *Vision 2020*: To support the University's vision and mission; align the University and its faculty, staff, students and stakeholders for growth and success; create a stakeholder-built framework that supports achievement of the five key initiatives set by the President and heighten student-centered service, accountability and excellence.

A Living Document: *Vision 2020* will be monitored and evaluated; progress toward defined goals will be measured and reported; unanticipated challenges and opportunities will be considered and may result in changes to the plan and a comprehensive mid-point evaluation will be conducted.

A Multifaceted Charge: *Vision 2020* contributors were tasked with developing an inclusive approach to articulating WVSU's vision and mission; developing an inclusive and comprehensive strategic plan to bring the University's vision and mission to life through the year 2020; implementing a planning process that encourages input from internal and external stakeholders; determining the structure for the strategic plan document and the timeline for completing each phase; and recommending, within the document, a process for monitoring the progress of the strategic plan and modifying the plan, if needed. Readers of this plan will see how each aspect of the charge is incorporated into the plan.

To fulfill the mission and duties outlined above, four planning committees were created:

- Academic Programs, Research Growth, Faculty Excellence and Rewards and Public Service
- Recruitment, Retention, Degree Completion, Marketing/Branding and the Student Experience
- Building, Renovation and Technological Infrastructure
- Alumni Engagement and Philanthropic Giving

In addition to the overall charge for the taskforce, each planning committee was provided a charge. (Committee charges are included in this document along with the results of each committee's deliberations.) Over the course of nine months, each committee met regularly and developed their own approach to their work. A meeting of the full taskforce was held in October 2013 to share the activities of each work group.

Upon review of this document, readers will see how the planning process did indeed bring ideas to life and fully met the original charge. This document highlights the significant efforts of the work groups. While it provides considerable detail, not all committee recommendations are included in this document and it is not designed to serve as a work plan. The work of each committee will be ongoing as the strategies included here are implemented.

Updates regarding *Vision 2020*'s implementation progress will be available at www.wvstateu.edu/vision2020. While we anticipate that our goals will remain fairly constant, the strategies and initiatives will likely evolve over time. Ongoing analysis of ever-shifting challenges and constraints, and indeed our successes, may result in adjustments and changes to our strategies and targets as the plan moves forward. All updates will be shared online.



"I am so very thankful for the scholarships I receive at WVSU. My priorities are to be a great parent and a successful student. Scholarships are a wonderful gift that allow me to focus on what's important. Someday, when I am able, I will give back to WVSU to say 'thank you' for all it has given to me."

Brandi Sayre

*Class of 2014, Business Administration
Ripley, West Virginia*

> Context

for Planning

“Higher education faces daunting challenges: soaring costs, access and completion issues, rapidly changing technology and accountability pressures from state and federal officials. But no challenge is more daunting than the fundamental question that many Americans are now asking: Is college worth it?” (Busteed, 2013).

Indeed there is no shortage of challenges for colleges and universities across the nation, including West Virginia State University. The challenges mentioned above are intensified by shifting demographics, a fierce competitive landscape and the reductions, or potential for reductions, in federal and state appropriations. West Virginia State University has the responsibility of contributing to the greater good stretching far beyond the borders of State’s campus. *Vision 2020* was created with this duty, what we know to be true about the climate in which we function and the national challenges facing higher education all in mind.

1. *“Out of every 100 students enrolled in the 9th grade in West Virginia, only 17 will earn a two- or four-year college degree within 10 years. In the best performing states in the U.S., 30 students achieve this benchmark” (HEPC/CCTS, 2012).*

Successful student outcomes provide us with the opportunity to convey the value of higher education to prospective students, families, communities and stakeholders. Our commitment to improving retention and graduation rates means more students will finish their degree in an appropriate timeframe,

enter the workforce and give back to their communities.

2. *“With data collection, ‘The sooner the better’ is always the best answer” (Marissa Mayer, CEO, Yahoo).*

Data must inform our decisions. As we move forward, we will encourage University decisions at all levels to be data and information driven, supported by adequate resources and based on the priorities articulated in this strategic plan and the University’s mission and vision.

3. *“Be ‘Edupreneurial’ – Times of change can present ideal opportunities for innovative thinking. Those who can abandon ‘we’ve always done it this way’ thinking will be able to seize opportunities for creative solutions” (The Lawlor Group, 2013).*

Our ability to embrace change will enable WVSU to continue to be a strong university with many excellent programs. But let’s be more ambitious – with a spirit of curiosity and innovation WVSU will evolve into an even greater institution. Change can be uncomfortable; however, our success in working in an ever-changing environment requires each faculty and staff member to adopt a positive and proactive spirit and a willingness to engage students and those with whom we work. WVSU will be ‘edupreneurial.’

4. *“Partnerships are efficient and enable risk-sharing by allowing different entities to serve*

complementary roles. Organizations are able to draw upon specialized capabilities of each partner and access new skills and resources that were previously unavailable when working alone” (Mennel, Mendelson, McElhaney, Marquard, 2013).

Partnerships fuel innovation and encourage a creative and collaborative spirit. Whether with industry, government, our peer educators on all levels, community-based organizations or internal colleagues, partnerships allow us to advance our educational mission while providing additional opportunities to students, faculty, staff, researchers, etc. Outcomes that may not be possible on our own become more likely when we partner with appropriate collaborators.

Vision 2020’s overarching objective is to discover ways to enable the University to pursue and achieve excellence – in an environment of challenges, tough decisions, and yes, overwhelming opportunity.

Some strategies included in the plan are cost-neutral and can be implemented by shifting focus or changing the ways we go about doing our work. Many strategies require funding. Each individual who contributed to *Vision 2020* fully understands that new funds are in short supply; however, we must be prepared to take advantage of opportunities to achieve the important goals outlined in this plan. We must balance current fiscal realities with ever-growing optimism and our vision for today, tomorrow and 2020.

"The University is making great strides in acquiring modern instrumentation and a diverse portfolio of research interests to allow current and future students a choice of projects. These activities will inspire the next generation of great researchers to benefit society."

*Dr. Micheal Fultz
Professor, Chemistry*



> Goals and Strategies

of the Vision 2020 Committees

ACADEMIC PROGRAMS, RESEARCH GROWTH, FACULTY EXCELLENCE AND REWARDS AND PUBLIC SERVICE

“Today, America’s land-grant universities continue to fulfill their democratic mandate for openness, accessibility and service to people, and many of these institutions have joined the ranks of the nation’s most distinguished public research universities. Through the land-grant university heritage, millions of students are able to study every academic discipline and explore fields of inquiry far beyond the scope envisioned in the original land-grant mission” (APLU, 2012).

The Charge:

- Stimulate growth through a strategic investment in faculty excellence and reward, with a focus on enhancing academic programs and the student experience.
- Identify strategies to grow the research infrastructure.
- Create an outstanding research environment that drives an engaged learning environment.

GOAL I

Develop a rewards system to promote, recognize and enhance faculty excellence.

Strategies

- A. Develop and implement a faculty Service and Research Awards program by spring 2015.
- B. Increase funding for the Promoting Excellence in Education through Research (PEER) program from \$500,000 over a five-year period to \$1 million over a five-year period with the new commitment announced in fall 2019.

GOAL II

Develop new and reconfigure existing academic programs to be responsive to student, stakeholder and community needs.

Strategies

- A. Develop new undergraduate degrees in Science, Technology, Engineering, Agriculture and Mathematics (STEAM) by 2020.
- B. Develop at least one doctoral degree program at West Virginia State University.

- C. Expand Master of Science (MS) and/or Master of Arts (MA) offerings at the University with at least one in STEAM by 2020.
- D. Foster collaborative and interdisciplinary teaching and research programs.
- E. Develop recognition mechanisms (i.e. pre-baccalaureate certificates and post-baccalaureate certificates) to acknowledge academic credit earned/completed at WVSU for students pursuing pre-professional, professional and other degrees not offered by WVSU. This recognition would be applicable to students engaged in formal 2+2 programs, undergraduate pre-professional options and post-graduate academic preparation for professional programs (e.g., medicine, pharmacy and law).
- F. Support research and teaching activities that enhance global awareness by providing opportunities to collaborate abroad through international student, faculty and staff exchange programs, internships and participation in international research and development projects.
- G. Review course delivery mechanisms to ensure that students can complete their degree in a timely fashion with the appropriate mix of in-person, online and hybrid courses.



"WVSU provides knowledge and hands-on learning in areas that traditional education may not reach. State will continue to make strides as we focus on our three-fold mission: outreach, education and research to help our families and communities succeed."

Kelli Batch
Program Leader, 4-H Youth Development
WVSU Extension Service

GOAL III
Implement five degree programs that may be completed entirely online. Online options should address student interest along with current and anticipated business/industry demand.

Strategies

- A. Develop and implement a comprehensive plan to grow and support online offerings.
- B. Facilitate retention and timely progress to earning degrees; provide convenient access to online courses and programs particularly tailored to working adults.
- C. Provide comprehensive, high-quality, student support services to help distinguish our online offerings from the competition.
- D. Develop a comprehensive marketing plan to promote WVSU online course and degree offerings.

GOAL IV
Promote and expand the research mission of the University by increasing and supporting scholarly activities of faculty and students and developing strategic partnerships with other institutions of higher education, government and industry.

Strategies

- A. Increase external research and development funding by 10 percent annually beginning in 2014, thus placing external funding at approximately \$25 million annually by 2020.
- B. Increase the Science and Engineering (S&E) research funding position within the State of West Virginia by 50 percent of the currently reflected level in the National Science Foundation's National Center for Science Engineering Statistics (NCSES) database (2009 reference); and attain rank within the top 35 Historically Black Colleges and Universities by 2015.
- C. Increase annually the University's current rank, reflected in the NSF's Higher Education Research and Development (HERD Survey – FY 2011 reference) Expenditures Survey, to move from the 50th to 45th percentile by 2020, by increasing research endeavors linked to promote strategic partnerships with federal, state and private institutions.
- D. Establish an Office of Undergraduate Research Programs (OURP) to promote and coordinate research programs, in an effort to increase student participation and involvement in research activities throughout all academic and research units.
- E. Expand undergraduate research programs and increase participation of juniors and seniors (Research Apprenticeship Program).

- F. File the first University's patent application by 2015 and increase the number of applications annually thereafter at least by one, then commercialize the University's first patent by 2018.
- G. Break ground on the Hamblin Hall Research Annex by summer of 2017 and complete construction by December 2019.
- H. Establish an Office of Research Compliance to ensure adherence to federal, state and private granting agencies' regulations and guidelines.
- I. Establish Centers of Excellence in Energy and Genomics.

GOAL V
Promote and increase university-wide public service activities, which include students, faculty, staff, alumni and partners, outreach and engagement efforts.

Strategies

- A. Increase the number of extension county program locations from seven county locations to 12 by 2020, and expand the extension service area from 29 counties to 40 by 2020.
- B. Improve faculty participation and collaboration in extension and public service activities in an effort to enhance and validate existing and new outreach programs.



"International students provide a cultural bridge to WVSU students born and raised in the United States that allows them to learn about other world cultures. It's important that the University maintains that bridge, keeps it strong and encourages it to expand even further in the future. WVSU's current international students are more organized and determined than ever before around the newly implemented International Student Services and mentoring programs that offer guidance and support to students to ensure their academic success, as well as a positive impact on campus life and beyond."

Dr. Ali Ziyati

Associate Professor/Chair, Department of Communications

RECRUITMENT, RETENTION, DEGREE COMPLETION, MARKETING/BRANDING AND THE STUDENT EXPERIENCE

“The question of how best to provide support in the right areas, grow student enrollment and attempt to ensure degree completion constitutes one of the most critical issues facing higher education institutions, as they evaluate the manner in which demographic shifts across the country will likely influence their culture and sustainability” (Motley, 2013).

The Charge:

- Improve and expand processes surrounding initial contacts, tracking and enrolling prospective students.
- Recognize shifting demographics in West Virginia and expand State’s recruitment footprint.
- Develop strategies to improve students’ experience inside and outside the classroom.
- Develop and refine strategies to improve retention and graduation rates.
- Reintroduce WVSU to prospective students through effective marketing and branding.

GOAL I

Grow the student population to improve higher education participation and supply a well-equipped, educated workforce for the state of West Virginia and the region. Concentrate not only on new students but also on retention.

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Strategies

- A. Develop a recruitment plan to guide efforts and grow enrollment over the life of *Vision 2020*.
- B. Support our historic commitment to access and academic success through the awarding of merit-based scholarships and need-based grants in order to attract a diverse student body of high-potential students.
- C. Work with appropriate University divisions to ensure that the growth of the undergraduate population results in appropriate academic course options and support services.
- D. Improve communication with prospective transfer students; enhance communication to admitted transfer students and to those inquiring about transferring to WVSU; increase recruitment visits to West Virginia community and technical colleges; improve the transfer credit evaluation process to enhance personalization and improve turnaround time. Partner with community and technical colleges in local and surrounding markets to develop additional 2+2 programs that meet job market demands.

GOAL II

Establish processes that utilize best practices and create appropriate databases for tracking and enrolling prospective students.

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Strategies

- A. Utilize Customer Relationship Management (CRM) solution to track all inquiries and to create and distribute targeted messages. Create research-based communication plans utilizing our understanding of the behavior of prospective students and the college search process.
- B. Create inquiry profiles and predictive models of prospective students allowing for even more strategic communication and decisions regarding the most effective inquiry generation and maintenance activities.
- C. Ensure all CRM users have appropriate and sustained staff development to ensure successful implementation and utilization.



"My goal is to pursue scientific research as a career – perhaps in a health care or chemical industry setting. My experience as a Research Rookie, working with Dr. David Huber, has helped me with basic scientific methods. I'm now working on a more advanced level – finding high heat organisms with no oxygen. Other universities I considered do not offer a program like Research Rookies – even upper level students at some universities don't get to do the kind of research I'm doing as a freshman."

Emily Peal

*Class of 2017, Biology/Research Rookie
Charleston, West Virginia*

GOAL III
Support enrollment growth by using demographic data to identify opportunities for new student recruitment.

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Strategies

- A. Establish University/recruitment presence in targeted West Virginia counties and out-of-state markets. Move forward with implementation of territory management in new student recruitment to support relationship building and goal setting.
- B. Explore opportunities to engage with select out-of-state community colleges.
- C. Target underserved and/or high-value special populations including veterans, adult learners, pre-college students and honors-eligible students.
- D. Develop an alumni recruitment program, especially to assist in distant markets where staff presence is less consistent.

GOAL IV
Expand the existing first-year experience program to a program covering four years. Each year additional connections, opportunities and support are provided to students to continue to move them along the path to their degree.

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Strategies

- A. Develop and implement a theme for each year of a student’s time at West Virginia State University which blends classroom and non-classroom experiences. The following themes are recommended for consideration:
 - Transitions – First Year Experience
 - Expansion – Second Year Experience
 - Awareness – Third Year Experience
 - Reflection – Fourth Year Experience
- B. Review “best practices” at peer and aspirational universities to determine visionary and progressive programs that are consistent with West Virginia State University’s mission and the students we serve such as online orientation tutorials and increased internship and service learning experiences. Utilize the resources of the John N. Gardner Institute for Excellence in Undergraduate Education.

GOAL V
Improve implementation of student surveys to enhance timely data collection, distribution of survey results and utilization of results.

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Strategies

- A. Review existing entrance and exit student surveys to ensure we are collecting appropriate/usable information. Specifically, consider efforts and outcomes associated with existing entrance and exit surveys, the National Survey of Student Engagement (NSSE) and a new end-of-third-semester student survey.

- B. Utilize survey results to support data-informed decision making and continuous quality improvement and help individuals and teams assess the efficiency and effectiveness of current processes. Encourage use of survey results in academic planning, classroom instruction, student life experiences and marketing.

GOAL VI
Support the University’s academic mission through student experiences that enrich scholarship, engagement and personal development.

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Strategies

- A. Each office within Student Affairs will offer, through high-quality programming, experiences or services, an opportunity for students to connect with Student Affairs. Each office will participate in the promotion of programs and services that support student retention and create and measure outcomes, including student learning outcomes for programs and services.
- B. Recognize the importance of, and enhance, new student programs including orientation, move-in and welcome days.
- C. Enhance out-of-class student life offerings including intramurals, community service, leadership, entertainment and programs developed in collaboration with Academic Affairs and other critical partners.
- D. Continue efforts to support and engage adult, veteran and commuter student populations.



"Dr. Hemphill has made all of us – faculty, staff, students, alumni and the greater community – standup and take note. We are reinventing ourselves; we are viable, renewed and growing each day. The future is bright!"

Molly Erlandson
Professor, Art

GOAL VII

Improve first-to-second year retention to 70 percent. Improve 6-year graduation rate to 30 percent.

Strategies

- A. Fully implement DegreeWorks to support retention and degree completion. Provide students, faculty and staff with training on the benefits and functionality of the program and monitor its use. Use DegreeWorks to ensure all students know who their academic advisor is, how to reach their advisor and how to determine progress toward degree.
- B. Create a University-wide retention plan. Components of the plan will include implementing the recommendations from the Degree Completion Task Force, creation of a Retention and Student Success Council, implementation of a non-returners survey and promotion of four-year degree plans.
- C. Improve student experience by creating a university-wide proactive policy and procedures environment that makes educational innovation and change throughout the University attainable in a

timely manner, while ensuring academic excellence. All departments should review, revise and report on existing policies and procedures that are directly related to the student experience to determine their value and clarity.

GOAL VIII

Develop, execute and assess strategic marketing and communications programs, both internal and external, that strengthen, promote and protect WVSU's brand identity, relevance, accomplishments and excellence.

"It's that brand's promise that creates competitive advantage. A university - and any other service or product - has to deliver on that promise; otherwise that advantage will quickly disappear. A brand gives you a differentiator: what you stand for - who you attract" (Waxman-Lenz, 2013).

Strategies

- A. Create fresh, consistent and timely messaging with an emphasis on value, what's new and the energy and excitement existing at WVSU.

- B. Utilize research-based decision making to inform media of, and craft messaging to promote, WVSU's brand, reputation, community engagement and outreach to stakeholders. Increase earned media placement by 15 percent.
- C. Reposition the University in the State of West Virginia with a specific focus on the Kanawha Valley. Increase students' and community members' view of the University as a student-centered, research-based, land-grant institution by 20 percent.
- D. Employ a multimedia mix including traditional and new media, such as social media, to promote University excellence, traditions and pride while encouraging students, faculty, staff, alumni and other key stakeholders' participation in University educational, cultural and athletic events. Elevate key stakeholder participation in University events by 10 percent in order to strengthen brand loyalty.
- E. Consistently engage students, faculty and staff in marketing and branding strategies throughout the University.



"The faculty and staff at WVSU are outstanding. Someone is always there to answer my questions or help me find what I need. The kindness exhibited by the staff really surprised me. Everyone I have spoken to on campus has always greeted me with a smile which makes everything easier."

Dimitrios Jelen-Joy
Class of 2015, Communications
Joppa, Maryland

BUILDING, RENOVATION AND TECHNOLOGICAL INFRASTRUCTURE

The Charge:

- Develop strategies to enhance the technological infrastructure of the University.
- Construct a blueprint to build and renovate facilities, in an effort to improve the physical environment at West Virginia State University.
- Define priorities within the infrastructure of the campus that will enable faculty, staff and students to function at their highest levels.

GOAL I

Pursue opportunities to invest in technology and information systems. Through these investments, create a more flexible and productive work environment, while simultaneously reducing maintenance, improving overall efficiency and reducing costs.

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Strategies

- A. Continue to develop effective, intuitive, accurate and easy-to-use Banner-based solutions that allow quicker adoption, self-service and pervasive use of Banner intelligence for reporting, analysis, monitoring and informed decision making at all levels of the institution. Expand Banner users' training and empower users to create ad hoc reports and perform analyses.
- B. Investigate a document management system, in partnership with functional units, to capture, manage, store, preserve and easily deliver content and documents based on organizational processes.
- C. Update hardware for effectiveness and efficiencies; implement Voice Over Internet Protocol (VOIP) telephone system and hardware virtualization; move applications and storage to virtualized servers and away from individual devices; replace aging server infrastructure.
- D. Develop mobile architecture that provides access to University information systems; develop mobile apps that allow users of smart phones and tablet devices to access Banner and other applications.



"With the construction of the Gregory V. Monroe Athletic Complex and the creation of the fully functional Exercise Physiology Lab, students will be able to further engage in hands-on research pertaining to exercise and metabolism. This will enhance their knowledge and psychomotor skills associated with their chosen profession."

Dr. Aaron Settle
Associate Professor,
Health and Human Performance

GOAL II
Develop a Campus Master Plan that promotes our campus character. The plan will support a range of teaching, learning and recreational activities. As part of the planning process, review processes and practices to ensure greater energy efficiency and effectiveness within the University's operations.

Strategies

- A. Assess and monitor the condition of facilities so that decisions about investments in critical maintenance, or about potential renovation, etc., can be made on the basis of complete and accurate information about the long-term costs and benefits of such actions.
- B. The master plan will include: integration of the former Rehabilitation Center properties; support for activities associated with creating the new addition to Hamblin Hall; and an improved campus signage system.
- C. The master plan will provide an opportunity to develop a comprehensive energy conservation plan that supports environmental stewardship and leads to cost reductions. The plan will include items such as eliminating the central boiler system which currently supports Cole Complex, Ferguson-Lincoln Building and Hill Hall; replacing

outside lighting with LED fixtures; eliminating 4kva transformers and upgrading to 12kva transformers (higher power factor results in less electrical transmission loss); and installing new energy-efficient roofing on one-half of campus buildings.

- D. Continue to ensure that interior and exterior campus spaces are maintained to create functional, attractive and accessible learning and working environments. These efforts will assist to recruit and retain students, faculty and staff.
- E. Examine possibilities associated with the creation of indoor and outdoor spaces that inspire spontaneous socializing.

GOAL III
Improve utilization of space across campus to better meet internal needs and capitalize on opportunities to partner with external constituents.

Strategies

- A. Introduce a space utilization committee to implement a transparent, equitable and expeditious process for dealing with daily and annual space needs for the University community as well as external groups.

- B. Implement space-utilization processes and procedures to make complete and efficient use of existing space. Evaluate opportunities to lease campus space and facilities to external users to more fully utilize the campus during traditional off-periods.

GOAL IV
Improve efficiencies within Human Resources while supporting professional development for faculty and staff.

Strategies

- A. Save time and financial resources through the automation of certain processes, such as staff time reporting and new staff hiring.
- B. Create opportunities for on-campus training and development through a series of ongoing professional development workshops. Topics to include Title IX, budgeting and supervisory skills.



"With shrinking state and federal funding, it has never been more critical for alumni to provide the financial support necessary to keep our beloved State strong and able to focus on providing the quality education we have come to expect. By focusing our efforts on increasing individual and collective alumni engagement we can insure that Vision 2020 becomes the prescription for success."

Charles Boddy
National Alumni Association President

ALUMNI ENGAGEMENT AND PHILANTHROPIC GIVING

"We make a living by what we get, but we make a life by what we give"
(Winston S. Churchill).

The Charge:

- Develop strategies that will improve alumni engagement.
- Develop a state-of-the-art communication system to support alumni relations.
- Establish and deploy a system for cultivating lifelong philanthropy in support of WVSU.
- In partnership with the WVSU Foundation, create a strong financial foundation for the future.

GOAL I

Increase the number of alumni engaged in support of the University through attendance at events, volunteer service and membership in the National Alumni Association.

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Strategies

- A. Develop opportunities for meaningful engagement that appeal to alumni of diverse backgrounds, interests and geographic areas, including social, career networking and service activities.
- B. Strengthen the University's partnership with the WVSU National Alumni Association (NAA) through services that support growth in membership, enhanced, mission-focused programming and an informed, actively engaged NAA Executive Board. Membership in the NAA will increase by 40 percent by 2020; 75 percent of members will make financial contributions beyond their membership dues.
- C. Develop a Homecoming program that expands engagement opportunities for a diverse population and promotes a lifelong relationship between the University and its alumni. Attendance of registered participants will increase by 5 percent each year.
- D. Create a foundation for future alumni engagement by cultivating students and young alumni. Participation of students in alumni-sponsored activities will increase by 10 percent each year. The Student Alumni Association will have at least 30 active members.



"Living on campus makes it easy to get to class and seek out the people and services to help me be successful. By living on campus I became more independent and responsible. The Judge Damon J. Keith Scholars Hall will help WVSU be more competitive. Students are looking for an attractive residence facility and opportunities to be part of a campus community."

***Alexis Hill**
Class of 2015, Health Sciences
Richmond, Virginia*

GOAL II

Develop a communication system that informs alumni of University and alumni news and engages them through effective, targeted messages and interactive media.

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Strategies

- A. Strengthen data integrity through research, regular database updates and protocols to ensure consistency of data. Annually, 100 percent of graduates will be added to the database. Reduce the number of “lost” alumni to 10 percent of the database.
- B. Strengthen communication with and among alumni through the effective use of print and electronic communication, including email, website, social media and online tools for giving, event registration, membership dues, etc. Increase NetCommunity alumni profiles (new) by an average of 150 annually for a goal of 900 by 2020.
- C. Establish standard operating procedures for University and affiliated organization solicitations of alumni and friends.

GOAL III

Cultivate life-long philanthropy in support of WVSU through programs that educate students, alumni and friends about the importance of philanthropy and provide giving opportunities appropriate for each stage of life.

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Strategies

- A. Establish a year-round annual giving campaign through direct mail, phone and electronic communication. The number of individuals contributing to the Annual Fund will increase by 5 percent each year. Gifts to the Annual Fund will exceed \$200,000 by June 2014 with an annual increase of 5 percent in subsequent years.
- B. Develop a program to increase student awareness of philanthropy and participation in giving to the University.
- C. Develop a stewardship program that effectively thanks and recognizes donors and results in gifts being processed and acknowledged within three days of receipt.
- D. Educate alumni and friends on planned giving opportunities and personally cultivate planned and estate gifts with individuals as appropriate.

GOAL IV

In partnership with the WVSU Foundation, develop management practices and financial goals to support increased, long-term financial support for the University.

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Strategies

- A. Review and strengthen Foundation’s financial management practices.
- B. Review and strengthen Foundation’s policies related to gift acceptance, endowment management and reporting.
- C. Successfully complete the University’s Capital Campaign: *Realize the Promise, Deliver the Future* by June 30, 2017.
- D. Increase the Foundation’s endowment to \$8 million by 2020.

> Appendix One:

Performance Indicators

Unless otherwise noted, the baseline year is 2012-2013

■ Academic Programs, Research Growth, Faculty Excellence and Rewards, and Public Service

Performance Indicator	Baseline	Target	Responsibility
Implement five online degree programs	NI	5	AA, RPS
Increase external research and development funding by 10% annually; total of \$25,000,000 by 2020	\$13.5M	\$25M	RPS
Increase S&E W.Va. research funding by 50% and attain rank in the top 35 HBCU schools by 2015	\$4M Unranked	\$6M Top 35	RPS
File the University's first patent application	NI	1	RPS
Establish Office of Undergraduate Research Programs	NI		RPS, AA
Increase undergraduate research programs and student participation	1/9	4/30	RPS, AA
Establish Office of Research Compliance	NI		RPS, AA
Establish Centers of Excellence in Energy and Genomics	NI		RPS, AA
Increase number of extension county programs locations	7	12	
Increase number of counties in extension service areas	29	40	RPS
Increase PEER funding	\$500,000	\$1M	RPS, AA
Develop undergraduate degrees – agriculture, STEAM	4	7	
Develop one or more doctoral degree programs	NI	1	RPS, AA
Foster interdisciplinary teaching and research programs	0 (officially recognized)	2	RPS, AA
Review course delivery mechanisms to ensure timely completion of degree is possible for all students	NI		AA, RPS

Key To Responsible Units

AA	Academic Affairs	NI	New Initiative
BF	Business and Finance	RPS	Research & Public Service
EM	Enrollment Management	SA	Student Affairs
IR	Institutional Research	UA	University Advancement
IT	Information Technology	UR	University Relations

Appendix Two:

Performance Indicators

Unless otherwise noted, the baseline year is 2012-2013

■ Recruitment, Retention, Degree Completion, Marketing/Branding and the Student Experience

Performance Indicator	Baseline	Target	Responsibility
Grow the student population	2,644	4,013	EM, SA, AA
Implementation and full utilization of CRM (inquiry and communications management)	Ongoing		EM, IT
Enhanced use of demographic data	Ongoing		EM
Create recruitment plan	NI		EM
Expand first-year experience program to four-year program	NI		AA, SA
Improve implementation of student surveys; share and utilize results	NI		All
Policy and procedure review	NI		All
Enhance student life offerings, utilize NSSE results	NI		SA, AA
Create retention plan	NI		EM, SA, AA, IR (All)
70% 1st to 2nd year/30% six-year grad rate	51.5%/18.6%	70%/30%	
Increase earned media placement by 15%	NI	+15%	UR
Elevate key stakeholder participation in University events by 10%	NI	+10%	UR
Reposition WVSU with emphasis on Kanawha Valley; increase view of University by 20%	NI	+20%	UR
Promote University traditions, pride, events	NI		UR (All)

Key To Responsible Units

AA	Academic Affairs	NI	New Initiative
BF	Business and Finance	RPS	Research & Public Service
EM	Enrollment Management	SA	Student Affairs
IR	Institutional Research	UA	University Advancement
IT	Information Technology	UR	University Relations

> Appendix Three:

Performance Indicators

Unless otherwise noted, the baseline year is 2012-2013

■ Building, Renovation and Technological Infrastructure

Performance Indicator	Baseline	Target	Responsibility
Develop Banner-based solutions	Ongoing		IT
Expand Banner training and ad hoc reporting			IT
Investigate document management system	Ongoing		BF, IT
Implement voice over IP system; hardware virtualization; replace aging server infrastructure	Ongoing	Complete by 2015	BF, IT
Develop enhanced mobile architecture	Ongoing		IT +
Develop Campus Master Plan, including energy conservation plan		2015	BF +
Improve space utilization	NI		BF, SA
Evaluate opportunities to market and lease space			BF, SA
Automate select HR processes	NI		
Introduce on-campus professional development workshop series	NI	2015	BF

Key To Responsible Units

AA	Academic Affairs	NI	New Initiative
BF	Business and Finance	RPS	Research & Public Service
EM	Enrollment Management	SA	Student Affairs
IR	Institutional Research	UA	University Advancement
IT	Information Technology	UR	University Relations

Appendix Four:

Performance Indicators

Unless otherwise noted, the baseline year is 2012-2013

■ Alumni Engagement and Philanthropic Giving

Performance Indicator	Baseline	Target	Responsibility
Increase membership in the WVSU National Alumni Association	741	1,050	UA
Grow Student Alumni Association Membership	0	15	UA
Increase graduates of last decade actively engaged – giving or volunteering	45	300	UA
Alumni registered with NetCommunity	0	900	UA
Alumni email addresses	3,400	6,500	UA
Establish standard operating procedures for solicitations	NI		UA
Increase the number of alumni supporting to the University financially	2.9%	10%	UA
Increase the number of donors making annual contributions	780	2,500	UA
Develop stewardship program to recognize donors	NI		UA, EM
Build education programs re: planned giving	NI		UA
Complete capital campaign	\$4.3M	\$12.5M	UA +
Increase Foundation endowment	\$4M	\$8M	UA +

Key To Responsible Units

AA	Academic Affairs	NI	New Initiative
BF	Business and Finance	RPS	Research & Public Service
EM	Enrollment Management	SA	Student Affairs
IR	Institutional Research	UA	University Advancement
IT	Information Technology	UR	University Relations

> Appendix Five:

Enrollment Projections

Fall Headcount	2012 Actual	2013 Actual	2014 Target	2015 Target	2016 Target	2017 Target	2018 Target	2019 Target	2020 Target
New First-time Freshmen	291	418	468	505	556	612	643	675	709
New Transfer	267	230	258	279	307	337	354	372	390
Re-Admit	140	165	160	150	150	150	150	150	150
High School	311	312	325	325	325	325	325	325	325
Non-Matriculated	152	115	120	120	120	120	120	120	120
Returning	1,428	1,382	1,479	1,597	1,757	1,933	2,030	2,132	2,239
New Graduate Students	13	20	21	23	25	25	28	30	32
Returning Graduate Students	42	35	36	40	40	40	43	45	48
Total	2,644	2,677	2,867	3,039	3,279	3,541	3,693	3,849	4,013

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A special thanks to WVSU's senior leadership. Their vision and support of the plan – in its creation and implementation – are critical to its success.

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Patricia Schumann
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> Vision 2020

Subcommittees

The University extends a heartfelt thank you to the members of the Vision 2020 subcommittees. Their insights and experience are the foundation of this plan.

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I know that by working together we can continue to take West Virginia State University to new heights by embracing and celebrating our legacy and, more importantly, working together to create our future and define our destiny!

A future that will make a difference for the Kanawha Valley, the state of West Virginia, and the students who come to our campus with a thirst for learning and a dream of a better tomorrow.

President Brian O. Hemphill, Ph.D.
Investiture Ceremony Remarks
September 21, 2013

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