



MISSISSIPPI VALLEY STATE UNIVERSITY'S 2018-2022 STRATEGIC PLAN



MISSISSIPPI VALLEY STATE UNIVERSITY



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**MISSISSIPPI VALLEY STATE UNIVERSITY'S
2018-2022 STRATEGIC PLAN**



GREETINGS

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

In the spirit of continuity, the MVSU 2018-2022 Strategic Plan builds on the foundation of the previous strategic plan. While we have made progress toward achieving each of the strategic goals, there is still a need to address them further through a new strategic vision: “One Goal. One Team. One Valley...In Motion.” The MVSU 2018-2022 Strategic Plan has been organized and presented in a manner that outlines our strategic goals, priorities, and actions accordingly. In this way, we can easily see how our efforts over the next five years will help us achieve One Goal—student success; One Team—the University and community working together; and One Valley—students, faculty, staff, alumni and friends actively demonstrating school pride and spirituality that is second to none.

The MVSU 2018-2022 Strategic Plan focuses on delivering quality academic programs, creating an innovative, learner-centered environment, connecting with the local community, fostering institutional pride, and strengthening the institutional infrastructure. We are excited about our journey over the next five years and ask that you join us as we move toward achieving our new strategic vision: One Goal. One Team. One Valley...In Motion.

Sincerely,

A handwritten signature in black ink, appearing to read 'J. Briggs'.

Dr. Jerryl Briggs
President



HISTORY *of* MISSISSIPPI VALLEY STATE UNIVERSITY

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

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

The name of the institution was changed to Mississippi Valley State College in 1964. The college was authorized to offer the liberal arts degree as well as the science and education degrees. The Honorable Governor William A. Waller signs into law the bill granting university status to the institution on March 15, 1974. The institution name has since been known as Mississippi Valley State University.

The University began offering its first master's degree in 1976. It now offers 25 undergraduate programs and 11 graduate programs.

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

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

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

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

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

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

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

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

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

THE STRATEGIC PLANNING PROCESS AT MISSISSIPPI VALLEY STATE UNIVERSITY

Strategic planning has long been an institutional practice within American institutions of higher education. Recent years, however, have seen an increasing need to both engage in inclusive planning efforts and to create greater flexibility to ensure that colleges and universities can evolve to meet changing student, faculty, community, business, and governmental expectations. Given the changing funding climate for public institutions, this process has become increasingly critical and can no longer result in a document that is simply created, bound, sent to the institutional boards, and redeveloped in five years. In reality, this document must be designed to allow for adaptability since situations will have undoubtedly changed from the time the planning started to the time the ink dries on the final publication.

DATA GATHERING FROM STAKEHOLDERS

Strategic Planning is not an isolated process. In Spring 2017, approximately 200 individuals representing students, faculty, staff, administrators, alumni, and community members participated in a strategic planning review conducted by the University. Information gathered from this review was analyzed to determine on-going strategic goals, priorities, and actions. Additionally, a comprehensive environmental scan was conducted to gather data related to population growth, education levels, labor trends, health, and numerous other variables. Through discussions held by the University's Strategic Planning Committee, the institution has updated its strategic plan by incorporating a new strategic vision: One Goal. One Team. One Valley. While this document marks the end of one phase of this effort, it does not mark the end of the strategic planning process. The University will continue to gather input, collect data, and engage stakeholders to ensure that there is an effective map for navigating the difficult waters ahead for institutions of higher education.

ENVIRONMENTAL SCAN

A foundational part of the strategic planning process is conducting an environmental scan. This scan included information from the U.S. Census Bureau, U.S. Department of Education, Bureau of Labor Statistics, Mississippi Department of Education, and the Mississippi State Workforce Investment Board to provide a holistic view of what it means to serve MVSU's region and stakeholders. This plan provides the following national, state, and regional information for context.

By 2024, one in four new jobs in the United States will be in the Health Services sector;

The fastest growing and most sustainable jobs are "hybrid" in nature and will require greater technological, critical thinking, and entrepreneurial skills;

The number of pre-primary, primary, secondary, and postsecondary educators is expected to remain constant in Mississippi over the next decade, while at the same time many teachers and administrators will be retiring;

The number of new jobs in healthcare and social assistance will be growing in the Mississippi Delta;

The poverty rate in Mississippi is 23% while it is 35% in Delta counties;

Mississippi's high school graduation rate of 78% is lower than the national average of 82%. Only six in 10 students graduate from high school in the Delta;

Mississippi's population increased by 0.7% from 2010 to 2016 (compared with 5% nationwide), while all Delta counties experienced a decline;

While Mississippi's racial breakdown is 60% White and 38% Black, Delta counties have a population that is 67% Black;

In early 2017, only two Delta counties, Bolivar and Washington, had an unemployment rate lower than 10%.

ASSESSMENT OF STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT)

SWOT is an acronym for Strengths, Weaknesses, Opportunities and Threats. It is a commonly used analytical tool that assesses the position of an organization in context to its environment. It identifies the potential and limitations within an organization and it also identifies the likely opportunities and threats from the external environment. It views all positive and negative factors inside and outside the organization. That information is ultimately used to inform the planning and decision-making processes of the organization.

The primary reason for conducting a SWOT analysis at a university is to provide contextual information that is crucial for developing an effective strategic plan that allows for continuous assessment of progress towards reaching objectives. This process is particularly useful because, when combined with effective data gathering and environmental scanning, it allows a university to honestly assess what areas need to be grown, what areas need to be restructured, pruned, or eliminated, its niche, potential and current competitors and collaborators, and points of pressure. Additionally, by looking at strengths and weaknesses (which are internal and can be more easily controlled) as well as opportunities and threats (which are external and beyond direct control), an institution can proactively bolster its operations, prepare for opportunities that have yet to materialize, and moderate risks and negative situations on the horizon. MVSU, in an effort to provide exceptional educational opportunities to its students and effectively serve all its stakeholders, has updated its strategic SWOT analysis to ensure that the University can move proactively during the next five years. The findings are listed below.

<u>STRATEGIC STRENGTHS</u>	<u>STRATEGIC OPPORTUNITIES</u>
Student body	Online programs
Graduate programs	Partnerships with local municipalities
Educational opportunities	Direct connection with feeder institutions
Mississippi Valley State’s University’s presence in the	Recruiting
Mississippi Delta	Academic programming
New academic and student facilities	Alumni support
Externally funded programs	Location of the university (on Highway 82)
Some nationally recognized, highly published faculty	Two-tier advising system
NCAA Division I Athletics opportunities for students	Educating historically underserved and marginalized students
Faculty and staff	Relationship with community colleges
Alumni support	Number of K-12 teachers and administrators in the Delta who are MVSU graduates
Leadership in the Delta	Partnerships with local and regional businesses
Community relations	Providing exposure to the world outside the Mississippi Delta
	Consortial relationships with other higher education and state institutions
<u>STRATEGIC WEAKNESSES</u>	<u>STRATEGIC THREATS</u>
Recruitment	Budget cuts
Alumni support	Enrollment decline
Lack of communication	Inability to match faculty salaries
Customer service	Lack of industry
Lack of funding	Population decline
Academic support services	Low graduation rates
Declining enrollment	Decreasing Ayers money – operating funds
Declining student diversity	Ayers money – endowment income
Faculty with terminal degrees	Lack of external funding
Outdated and deteriorating facilities	
Campus upkeep	
Deficient technological upkeep	
High fixed costs	



MISSION

Mississippi Valley State University, as a Carnegie Classified Master's University, provides comprehensive undergraduate and graduate programs in education, the arts and sciences, and professional studies. The University is driven by its commitment to excellence in teaching, learning, service, and research – a commitment resulting in a learner-centered environment that prepares critical thinkers, exceptional communicators, and service-oriented, engaged, and productive citizens. MVSU is fundamentally committed to positively impacting the quality of life and creating extraordinary educational opportunities for the Mississippi Delta and beyond.

VISION

Mississippi Valley State University aspires to become the educational crown jewel of the Mississippi Delta, and in so doing, the institution will attract students of diverse backgrounds as a result of its innovative academic programs; commitment to developing entrepreneurs; and globalized focus intertwined throughout the academic curricula and support services. In its quest for distinctiveness, uniqueness, innovation, and longevity, the University will become the public square of the Mississippi Delta, responsible for engaging an ever-expanding group of collaborators focused on identifying and implementing solutions to the problems that have plagued the Delta region for generations. As a result, Mississippi Valley State University will serve as the catalyst for an enhanced quality of life and increased educational opportunities for the citizens of a revitalized Mississippi Delta.

VALLEY'S CORE VALUES

As an institution of higher learning within the Mississippi Delta, Mississippi Valley State University believes it exists to meet the needs of all of its stakeholders and to create a positive impact throughout the region. In order to achieve its mission and move towards realization of its vision, MVSU is driven by seven values that act as an internal compass responsible for ensuring unity of effort, dedication to a common direction, and commitment to fulfilling its calling.

SERVICE

Service is at the core of the University's charter, is the impetus behind our creed, and compels us to embrace the responsibility of caring for and proactively meeting the needs of our students, our community, our region, and beyond

LEARNING

Learning impels us to ensure that our students receive a world-class education, our institution engages itself in a continuous cycle of knowledge attainment and implementation, and that best practices developed from emerging knowledge drives our decision-making and direction setting.

EXCELLENCE

Excellence obliges us to reject mediocrity and instead consistently pursue high quality in regards to our programs, services, faculty and staff, initiatives, and outreach.

INTEGRITY

Integrity impresses upon us that as a steward of public funding and trust, we must operate as persons and an institution of high character guided by a commitment to honor, transparency, fairness, and honesty.

DISTINCTIVENESS

Distinctiveness reflects our charge to ensure that we provide relevant and contextually appropriate academic programming, deliver services that meet the emerging needs of our stakeholders, and continually assess and take advantage of potential opportunities.

ENGAGEMENT

Engagement commits us to reach out and connect to current, former, and future students, establish our University as a true public square, integrate our University into the life of communities throughout the region, and partner with individuals, groups, and companies within the Mississippi Delta and beyond.

RESPECT

Respect encourages us to move beyond tolerance towards acceptance of the differences that make us human, to embrace the concept that all peoples have inherent worth and are deserving of dignity, and to act with civility, kindness, and compassion to our students, faculty, staff, and the greater community of the Mississippi Delta.





STRATEGIC VISION

The strategic vision for MVSU is “One Goal. One Team. One Valley.” The One Goal is Student Success. The One Team is the University and Community Working Together. The One Valley is students, faculty, staff, alumni and friends actively demonstrating school pride and spirituality that is second to none.

STRATEGIC GOALS

ONE GOAL

STRATEGIC GOAL 1:

Enhance and Strengthen the University’s Academic Programs

STRATEGIC GOAL 2:

Create and Maintain a Modern Progressive Learner-Centered Environment

STRATEGIC GOAL 3:

Transform MVSU into an Innovative Learning Organization

ONE TEAM

STRATEGIC GOAL 4:

Position the University as a Catalyst for Revitalization in the Mississippi Delta

STRATEGIC GOAL 5:

Operate as the Public Square of the Mississippi Delta

ONE VALLEY

STRATEGIC GOAL 6:

Foster a culture of institutional pride

STRATEGIC GOAL 7:

Strengthen the institutional infrastructure



ONE GOAL: STUDENT SUCCESS
PRIORITIES AND ACTIONS

ONE GOAL: STUDENT SUCCESS PRIORITIES AND ACTIONS

STRATEGIC GOAL 1: ENHANCE AND STRENGTHEN THE UNIVERSITY'S ACADEMIC PROGRAMS

PRIORITY 1:

Improve the quality and relevance of the University's academic programs

Actions

- Assess student learning and use the outcomes to improve academic programs
- Initiate program accreditation for all eligible programs within the next five years
- Identify a 5-7 person external advisory board for each academic program
- Perform regular, intensive program reviews at least once every five years
- Infuse entrepreneurialism and globalization throughout the curriculum
- Increase the use of data collected from graduates, employers, graduate and professional schools, and business and industry leaders to improve programs
- Expand and strengthen alternative program delivery modalities
- Evaluate and improve the University's general education program based on best practices, stakeholder input, and the unique needs of students from the Delta

PRIORITY 2:

Increase enrollment through reevaluation and reconstruction of the institutional recruiting system

Actions

- Periodically reexamine and recalibrate the institutional marketing plan
- Feature and highlight institutional strengths in public forums, advertisements, and in the local media
- Develop a strategic recruiting plan based upon best practices
- Develop a comprehensive recruitment package with updated brochures and materials that highlight institutional strengths
- Ensure that 100% of academic departments have recruiting plans for all degree programs
- Establish recruitment teams that include combinations of recruiters, faculty, staff, administrators, and students
- Strengthen recruiting efforts at community colleges

PRIORITY 3:

Increase student retention and graduation rates

Actions

- Enhance and strengthen the MVSU First Year Experience based on best practices
- Evaluate and improve academic support programs connected with retention efforts
- Establish a skills across the curriculum program
- Establish a residential college based on best practices
- Reinstigate the MVSU Honors College

PRIORITY 4:

Enhance and strengthen the academic infrastructure

Actions

- Increase the number of full-time faculty with terminal degrees in their teaching discipline
- Increase professional development opportunities in regards to technology usage, pedagogy, and research
- Establish formal mentoring relationships between junior and senior faculty
- Enhance support for online courses and other distance education opportunities
- Develop fully online degree programs
- Establish formalized partnerships with research universities across Mississippi and the Ark-La-Miss Delta



STRATEGIC GOAL 2: CREATE AND MAINTAIN A MODERN, PROGRESSIVE, LEARNER-CENTERED ENVIRONMENT

PRIORITY 1:

Strengthen the support services provided to students

Actions

- Increase the number of computer labs on campus
- Develop comprehensive institutional accountability systems for all departments and divisions that work directly with students
- Enhance and strengthen the career and placement functions
- Fully automate all student services in an online environment
- Develop a student support program, informed by best practices, specific to the needs of non-traditional students
- Enhance professional development opportunities for student support staff
- Conduct regular listening sessions between students and administrators
- Increase the number of grants available to graduate students
- Establish procedures requiring all students in danger of going into academic probation as well as those on academic probation to participate in University College support programs
- Develop extensive safety protocols throughout campus housing and in academic buildings
- Leverage the Mass Transportation system to provide trips for students to educational facilities, cultural events, and for departmental field trips

PRIORITY 2:

Ensure greater access to technology

Actions

- Ensure 100% wireless access in dormitories and academic buildings
- Increase access to online databases
- Ensure that syllabi, class offerings, and faculty bios are available online
- Develop a secure intranet system on campus
- Ensure that University Facebook, Twitter, and other social media accounts are used and maintained regularly
- Ensure that emergency, safety, and crisis management plans all integrate multiple technological elements to increase safety



STRATEGIC GOAL 3: TRANSFORM MVSU INTO AN INNOVATIVE LEARNING ORGANIZATION

PRIORITY 1:

Strengthen the technological infrastructure of the campus

Actions

- Develop and implement a strategic information technology plan
- Establish a system for determining which software packages are needed across the institution
- Establish a technology committee charged with identifying software, hardware, and training needs
- Expand technology development opportunities for faculty, staff, and students
- Design an incentive program to ensure that all IT staff engage in continuous professional development
- Connect students from the Computer Science program with staff in Academic Computing to both increase manpower and provide opportunities for career planning

PRIORITY 2:

Increase the prevalence and usage of information across the University

Actions

- Develop and utilize an information repository to ensure data-driven decision-making
- Create and distribute a peer institution list to all divisions and departments
- Provide professional development opportunities regarding data-driven decision making
- Enhance and expand the library-led learning sessions
- Establish an incentive system to encourage faculty and staff to pursue advanced degrees and continuing education



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

PRIORITIES AND ACTIONS



ONE TEAM: UNIVERSITY AND COMMUNITY WORKING TOGETHER PRIORITIES AND ACTIONS

STRATEGIC GOAL 4: POSITION THE UNIVERSITY AS A CATALYST FOR REVITALIZATION IN THE MISSISSIPPI DELTA

PRIORITY 1:

Embrace the niche of service to the underserved and underprepared

Actions

- Increase the number and preparedness of elementary education graduates
- Increase the number and preparedness of special education graduates
- Reevaluate the early childhood education program and redesign based upon best practices
- Increase the Praxis II pass rate
- Identify loan forgiveness programs for graduating teachers within local schools
- Increase formal recruiting of local students starting in elementary school
- Increase teacher training activities and opportunities for continuing education credits throughout the Delta
- Develop a parenting academy for parents of school-aged children
- Expand non-credit bearing educational and life-enhancement opportunities

PRIORITY 2:

Establish the reputation as a social change agent in the Mississippi Delta

Actions

- Establish a Delta think-tank with participation from educators, government officials, business leaders, community leaders, students, and citizens
- Develop, collaboratively, a Racial Reconciliation in the Mississippi Delta initiative
- Research, preserve, share, and celebrate the richness of the Mississippi Delta through the development of a research and cultural repository
- Conduct regular financial training seminars in collaboration with local companies
- Develop a minor and institute on entrepreneurialism in the Mississippi Delta
- Help transform Itta Bena into a true college town
- Work with foundations and educational institutions to create tangible change in regards to quality of life indicators in disadvantage communities across the Delta

PRIORITY 3:

Introduce the outside world to students and residents of Delta

Actions

- Develop a regular dialogue series that engages participants in intellectual conversations about state, national, and international issues
- Increase travel opportunities for students within and outside of the state
- Enhance and expand the study abroad program
- Develop opportunities for students to engage in research studies in areas outside the state of Mississippi
- Invite performers from around the country and the world to offer shows at MVSU or in the community
- Expand the international festivities at the University
- Establish incentives to encourage faculty to introduce multiple cultures into their classrooms

PRIORITY 4:

Provide direct support and intervention to address the health crisis in this region

Actions

- Offer health fairs on campus and in the community multiple times per year
- Establish a V-Fit program at Walmarts that provide healthy food and health related information
- Establish an institutional health and wellness program to include screenings, lifestyle education, and health related initiatives like the “Biggest Loser”
- Establish walking paths across the campus to encourage students, faculty, and staff to exercise
- Provide healthy food choices for students living on campus
- Develop a greenhouse to provide fresh fruits and vegetables to members of the community
- Establish a support system for students who are pregnant or who are already mothers
- Expand research in the Natural Sciences Department on issues of health and wellness
- Collaborate with businesses and non-profits focused on improving health outcomes in the Delta



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

PRIORITY 1:

Engage in direct outreach to regional communities

Actions

- Convene regular town hall meetings and community listening sessions
- Connect with local governments and businesses to bring community events onto the campus
- Expand and redesign high school days based upon best practices
- Develop on-campus educational programming with the local K-12 institutions and pre-K facilities
- Increase the number of academic and recreational camps available to pre-primary, primary, and secondary students
- Offer campus sports facilities and performing arts facilities to the local communities
- Enhance and strengthen the MVSU Child Development Center, based on best practices, in order to turn it into a model and learning laboratory

PRIORITY 2:

Usher the renaissance into the communities of the Mississippi Delta

Actions

- Establish and enhance formal connections between academic departments and high schools
- Expand opportunities for GED and ACT preparation in the Delta
- Establish a homework hotline and tutors on the road program
- Adopt local schools and community teams
- Partner with local businesses to establish greater internship opportunities for students
- Increase the number of employees serving on community committees throughout the region
- Develop a partnership with the Foundation of the Mid-South



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

PRIORITIES AND ACTIONS

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

PRIORITIES AND ACTIONS

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

PRIORITY 1:

Deliver a comprehensive, authentic collegiate experience to students

Actions

- Maintain a comprehensive Office of University Life and Leadership
- Increase the number of on-campus clubs (outside of standard Greek life) and activities to foster leadership, social, cultural, and economic development
- Expand operating hours of recreational facilities on campus to include nights and weekends
- Establish a shopping area on campus that caters to students
- Expand eating opportunities to include healthy restaurants
- Increase the APR rates for all sports
- Increase the number of scholarships available to student athletes
- Win or share at least 10 SWAC titles within the next five years
- Renovate the athletic facilities on campus to enhance the athlete and fan experience
- Reevaluate and ensure completion of facility renovations
- Enhance the landscaping by adding more greenery and designated gathering areas

PRIORITY 2:

Enhance the public image of the University

Actions

- Develop a strategic public relations plan
- Partner with local municipalities to develop targeted promotional and marketing campaigns
- Leverage the media capabilities available through the University radio and television mediums
- Communicate the mission and vision statements as well as the core values in published and electronic mediums
- Increase the amount of volunteerism into local communities by MVSU employees and students

PRIORITY 3:

Develop a climate of connectedness and collaboration

Actions

- Establish intra-division, intra-departmental, and intra-college workgroups
- Promote diversity across race, gender, religion, age, and sexual orientation
- Expand religious life programming
- Conduct regular listening sessions for faculty and staff
- Increase the number of team-building professional development opportunities
- Increase the amount of informal connection and interaction between senior administrators and faculty and staff
- Enhance and strengthen the University's formal recognition and reward system
- Increase alumni engagement
- Leverage support from the community

STRATEGIC GOAL 7: STRENGTHEN THE INSTITUTIONAL INFRASTRUCTURE

PRIORITY 1:

Enhance and strengthen institutional foundations

Actions

- Align all departments, programs, and support activities with best practices within their fields
- Reevaluate and recalibrate the institutional performance evaluation system
- Update and implement the institutional internal control plan
- Develop and implement a strategic facilities development plan
- Increase the amount of customer service training available to faculty and staff
- Enhance institutional support for development of faculty scholarship, teaching, and research skills
- Develop a comprehensive Employee Assistance Program (EAP), in line with best HR practices, to assist individuals with difficulties
- Establish an Ombuds Office to hear complaints and attempt to provide remediation to issues between the University and stakeholders

PRIORITY 2:

Formalize collaborative efforts across the University

Actions

- Develop inter-division liaisons between student affairs and academic affairs, business and finance and academic affairs, and business and finance and student affairs
- Establish emergent interdepartmental committees to address campus issues
- Increase the percentage of institutional committees with student members
- Establish an Office of University Initiatives to operate as a strategic think tank charged with identifying best practices in colleges and universities and providing suggestions to the University community

PRIORITY 3:

Develop and grow sustainable, external funding streams

Actions

- Establish education consortia and cost-sharing agreements with institutions throughout the state
- Increase alumni giving
- Increase faculty and staff giving
- Increase the number of corporate sponsorships and contracts
- Initiate a capital campaign with significant fundraising goals
- Establish trademarks for all institutional marks





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