

Strategic Vision
&
Approach to Implementation Planning

Board of Governors
October 23, 2024

Agenda

- 1. Committee Guidance, Members & Vision**
- 2. Data Collection Timeline & Methods**
- 3. Data Analysis & Document Drafting**
- 4. Review & Feedback**
- 5. Approval & Next Steps**

1. Committee: Guidance

President's Charge

Plan and conduct an inclusive, transparent, and participatory strategic planning process that produces three essential documents:

1. *Strategic Vision (10-year horizon) – draft*
2. *Implementation Plans (3-year horizon) – approach*
3. *Administrative Procedure on Strategic Planning – pending*

President's Guiding Principles

- The process will be inclusive
- Don't start with "no"
- Be ready to be wrong
- Set unrealistic ["aspirational"] goals
- Goals need to be things we can all see ourselves in

1. Committee: Members

Academic Support

- Cicely Jones (AIMSS)
- Emily Swain^{*+} (Middle College)
- Frank Lafone^{‡#} (Institutional Effectiveness)
- Jackie Sherman (Library)
- Lydia Warren^{*} (Folklife Center)
- Susan Ross^{*} (Associate Provost)

Administration and Finance

- Carolyn Thele^{*‡+☆} (Sponsored Programs)
- Lenora Montgomery (Facilities)
- Rhonda Kuhn (Controller)

Athletics

- Ryan Courtney (Deputy Director)
- Stephanie Anderson (Coach)

Enrollment Management

- Andy Carter (Recruitment)
- Jason McCoy^{*‡} (Admissions Services)
- Justine Bohon (Retention)
- Keith Gipson (Student Success)
- Summer Boggess (Recruitment)

Faculty

- Billy Stone[#] (COBA)
- Courtney Miller (COEHHP)
- JoJo Joseph (COST)
- Julia Miller^{*} (COLA)
- Kellie Cole (COST)

President's Office

- Barb Phillips (HR)
- Heath Howard^{‡#} (IR)
- Jessie Sharps (CMCS)
- Tyler Simms^{*} (IT)

Student Affairs

- Abigail Franks (Accessibility Services)
- Amy Snively (Alumni Relations)
- Chelsea Collins^{*} (Student Health)
- Jeremiah Kibler (Residence Life)
- Justin Rader (Student Activities)

Student Body

- Ashton Loudon (past SGA President)
- Riley Neal (BOG Member)

1. Committee: Vision*

Fairmont State University aspires to be

A GREAT PLACE

TO LEARN, TO WORK & TO CALL HOME.

2. Data Collection

*SWOT Analysis & Defining
3 Elements of "Great Place"*

Campus Survey

*(Fall '23)
274 responses:
~50% students +
50% employees*

*What kind of a
society do you
want to live in?
How do we help
make that society
a reality?*

*April 4, 2024
Presidential
Inauguration:
His Vision of a
"Great Place"*

Unit Sessions

*(Apr.-May '24)
All 22
employee
units*

- ✓ Academic Affairs
- ✓ Athletics
- ✓ Finance & Admin.
- ✓ President's Office
- ✓ Student Success
- ✓ Students – focus groups, tabling, app
- ✓ BOG
- ✓ FSF BOD
- ✓ Alumni – face-to-face & virtual
- ✓ Community – survey

Division Sessions

*(May-Sep. '24)
6 on-campus; 4
off-campus*

**Hundreds
of pages
of data!**

3. Analysis & Drafting: Aspirational Goals*

Great Place To Learn

Provide grounded educational experiences, fueled by personal relationships and holistic support, which contribute to all students' successful careers and lives.

Great Place To Work

Become the premiere higher education employer in West Virginia for full-time, part-time, and student employees.

Great Place To Call Home

Create a vibrant campus, where everybody is welcomed, valued, and wants to spend time, which serves as a bedrock institution for North-Central West Virginia.

So, how are we going to turn these into action?!

3. Analysis & Drafting: Key Initiatives*

Great Place To Learn

- Outstanding academic programs
- Wrap-around student support
- Exceptional student experiences
- Predictable student processes
- Career & life preparation

Great Place To Work

- Competitive compensation
- Exceptional benefits & quality of life
- Supportive work conditions
- Career paths & support
- Positive organizational culture

Great Place To Call Home

- Up to date facilities with abundant opportunities
- Destination for regional residents
- Engagement with civic organizations
- Connected & supportive alumni
- Stewards of place

I'll share detailed draft Key Initiatives in just a moment ...

3. Analysis & Drafting: Revised Mission*

Current (February 2018):

Fairmont State University is a comprehensive, regional university committed to educating global citizen leaders in an environment distinguished by a commitment to excellence, student success, and transformational impact.

Proposed (Fall 2024):

Fairmont State University educates engaged citizens in a community distinguished by opportunity, growth, and achievement, delivering transformational impact for West Virginia and beyond.

Let's put all the pieces together ...

4. Review & Feedback

- Aug. 27 – Cabinet
- Sep. 24 – Cabinet
- Sep. 26 – Staff Council
- Sep. 26 – Foundation Board
- Sep. 26 – Student Government
- Sep. 30 – Academic Leadership Team
- Oct. 3 – Student Government
- Oct. 10 – Faculty Senate
- Oct. 14 – Alumni Association

Anonymous web form:

- Total of 16 comments
- Most recent on Oct. 8:
“Very inclusive, transparent,
well done.”

5. Approval: Draft *Strategic Vision*

FAIRMONT STATE UNIVERSITY ASPIRES TO BE

A GREAT PLACE

TO LEARN, TO WORK & TO CALL HOME.

ASPIRATIONAL GOAL 1:

Provide grounded educational experiences, fueled by personal relationships and holistic support, which contribute to all students' successful careers and lives.

Key Initiatives:

- 1.1. Deliver outstanding **academic programs** in high-demand and foundational fields, with small classes taught by passionate and relatable faculty experts.
- 1.2. Provide wrap-around **student support** services that promote physical and mental wellness, academic success, financial stability, and multiple paths to achieve individuals' goals.
- 1.3. Ensure exceptional **student experiences** outside the classroom, including athletics, campus housing, student organizations, and activities.
- 1.4. Implement consistent, reliable, and predictable **student processes** that allow them to easily and successfully navigate their collegiate experience.
- 1.5. Prepare students for their **careers and lives** through comprehensive preparation, experiential learning, student employment, and civic rights & responsibilities programs.

ASPIRATIONAL GOAL 2:

Become the premiere higher education employer in West Virginia for full-time, part-time, and student employees.

Key Initiatives:

- 2.1. **Compensate employees competitively** and equitably based on accurate classification, state-wide benchmarks, individual qualifications, and performance.
- 2.2. Offer exceptional **benefits and quality of life** enhancements that attract, retain, and raise the morale of all employees.
- 2.3. Develop **supportive work conditions** that foster employees' success and provide maximum flexibility.
- 2.4. Establish clear **career paths**, with professional development opportunities and support for every employee in all divisions.
- 2.5. Create a **positive organizational culture** in which employees' expertise is respected, collaboration is the norm, we don't start with 'no,' communication is ubiquitous, trust is universal, and adaptability is embraced.

ASPIRATIONAL GOAL 3:

Create a vibrant campus, where everybody is welcomed, valued, and wants to spend time, which serves as a bedrock institution for North-Central West Virginia.

Key Initiatives:

- 3.1. Maintain beautiful, safe, accessible, and up-to-date **facilities**, with abundant intellectual, cultural, and athletic **opportunities** that attract both university and community members.
- 3.2. Demonstrate to **regional residents** that Fairmont State is their university, a destination for entertainment, and an integral contributor to economic development and opportunity.
- 3.3. Promote the **civic engagement** of students, faculty, and staff with a broad range of community organizations, contributing their expertise while learning from their experiences.
- 3.4. Cultivate **alumni** connections with the University, engagement as Falcons, and support of advancement efforts.
- 3.5. Serve as **stewards of place**, actively contributing to the preservation and celebration of Central Appalachian culture.

MISSION: Fairmont State University educates engaged citizens in a community distinguished by opportunity, growth, and achievement, delivering transformational impact for West Virginia and beyond.

5. Next Steps: Implementation Planning

The **Strategic Vision** will be operationalized through a series of interconnected three-year **implementation plans**, which collectively will form the **Strategic Plan**:



All implementation plans will contain **SMART** (Specific, Measurable, Achievable, Relevant, and Time-bound) **Objectives** that will be used to measure progress towards our **Strategic Vision**.

If you contributed ideas to the strategic planning sessions, you might wonder why some of those specific recommendations are not called out in the Strategic Vision. Rest assured we appreciate their importance and we did not forget or ignore them. All suggestions were recorded and will be used to draft specific actions during development of implementation plans.

5. Next Steps: Implementation Planning

Role of SPPC

- Coordination & integration of implementation plans: relationship to each other & Strategic Vision

Requirements for Implementation Plans

- Mission & Executive Summary
- SMART Objectives and Key Results
- Project Management
- Risk Management
- Communications
- Assessment

Staffing of Implementation Planning Teams

- Lead (VP, AVP, or equivalent)
- Liaisons to SPPC (coordination & integration)
- Members from various divisions (avoid stovepipes) – core vs. consultative