



Forward Together

VCSU Strategic Plan 2022-2026

VCSU will be the region's preferred institution for students seeking transformative, quality experiences and meaningful connections.



VALLEY CITY
STATE UNIVERSITY



Greetings from Valley City State University!

I am pleased and excited to share our new strategic plan, Forward Together, formed through a collaborative and engaged process involving focus groups and work sessions including faculty, staff, and students. Data from local, regional, and national sources helped us complete an environmental scan resulting in a clear vision and implementation plan to meet our strategic goals.

VCSU is striving to be the region's preferred institution for students seeking transformative, quality experiences, and meaningful connections. VCSU has consistently prioritized the student experience, and this new plan provides guidance to ensure we are moving Forward Together. At its core, each objective contains vision, innovation, and desire to help students succeed. These objectives detail our plan to deliver an educational experience commensurate with our tradition of excellence.

Institution of Choice – To ensure our growth and regional reputation as the preferred institution for students, we must focus on innovative strategies for program growth and student success. The important work of increasing our student population is multi-faceted. Ensuring affordability, increasing partnerships and articulation agreements, increasing success in retention, and continuing efforts in marketing and outreach will all contribute to help us meet this objective.

Quality – Creating quality experiences through innovation will be paramount to a successful plan. VCSU was one of the first campuses in the nation to offer laptop computers for every student more than 25 years ago, but now we must continue our commitment to quality and innovation by enriching the academic enterprise through experiential learning, valuable internships, and other real-world opportunities. Combined with a commitment to improving facilities and technology that align with the campus master plan and supporting the use of data-informed decision making, we will prioritize quality experiences for our students.

Culture and Community – Cultivating an engaged community that supports innovation, growth, and quality is the hallmark of our campus and brings the plan into full focus. Engagement with students, employees, and external constituents are key to this success. This objective provides direction for our future growth, starting and ending with our most valuable resource – our people. We are committed to providing a campus environment where every person can be nurtured, inspired, and engaged.

I wish to thank all who participated in this effort from the very beginning with our training and focus groups and our planning and implementation teams. I sincerely hope you will take a moment to carefully read through each objective and the ways we plan to pursue future excellence and success – our roadmap for striving Forward Together!

Go Vikings – We All Row!

Alan D. JaFave



OBJECTIVE 1

INSTITUTION OF CHOICE

Ensure VCSU grows its regional reputation as the preferred institution for an increasing number of students

Recruitment

All campus departments will identify program capacities, optimization options, potential markets, and employ growth strategies to diversify and increase student enrollments by an average of 3% per academic department each year of plan to reach projected enrollment targets, which will be reported in program updates and reviews

Advising and Retention

Engage Retention Task Force and other efforts to improve student retention by 1% or more in each IPEDS cohort each year of plan

Marketing and Outreach

Actively promote VCSU's strengths, value, contributions, and distinctive attributes to existing and potential stakeholders and markets, making VCSU the university of choice to work, learn, and grow



OBJECTIVE 2

QUALITY

Create quality experiences through innovation

Learning and Instruction

Improve program quality through instructional design standards within the digital course content environment, investment in programs and instruction, and agile and responsive curricular processes that support academic innovation and career relevance to transform career-ready graduates in a changing world

- Process improvement and standardization
- New programs and innovation

Innovation

Develop and pilot at least one project that encourages and supports continuous innovations leading to improved quality, efficiency, and culture

Facilities and Technology

Evaluate and align improvements in facilities and technology with campus and information technology master plans and innovation strategies



OBJECTIVE 3

CULTURE AND COMMUNITY

Cultivate an engaged community that supports innovation, growth, and quality

Student Engagement

Develop and implement long-term phased planning to enhance quality of place, resulting in a thriving and vibrant campus community to attract and retain students

Employee Engagement

Design and implement human resources policies, procedures, and business processes enabling us to recruit and retain outstanding employees who perpetuate a flourishing culture where all stakeholders work and learn

External Engagement

Seek, build, nurture, and reinforce external relationships for VCSU's future

Forward Together

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VCSU's strategic planning process ensured our people are at the heart of the new strategic plan. It was crafted through many campus-wide discussions including faculty, staff, students, and administration. Following the Society for College and University Planning integrated planning model to develop this plan, VCSU has renewed the commitment to move Forward Together in creating bright futures for the transforming world.

With gratitude, we recognize the strategic plan development efforts of the following individuals who continue to meet regularly to review progress and create change through implementation.

STRATEGIC PLANNING AND IMPLEMENTATION TEAM

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OUR DRIVING FORCES

MISSION

Valley City State University is a public, regional university offering exceptional programs in an active, learner-centered community that promotes meaningful scholarship, ethical service, and the skilled use of technology. As an important knowledge resource, the university offers programs and outreach that enrich the quality of life in North Dakota and beyond. Through flexible, accessible, and innovative baccalaureate and master's programs, VCSU prepares students to succeed as educators, leaders, and engaged citizens in an increasingly complex and diverse society.

VISION

As an innovative university, we deliver distinctive, learner-centered experiences.

CORE VALUES

Student-Focused: We place students at the center of all discussions.

Innovative: We try new things to help create the future.

Learning-Centered: We develop and sustain a culture of lifelong learning.

Collaboration: We work synergistically to advance our mission.

Engaged: We actively participate in the work of the university.



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