

Academic Affairs & Student Affairs Committee

Virginia State University
Board of Visitors
Academic Affairs & Student Affairs Committee
Thursday, April 24, 2025

Agenda

I. Enrollment Updates (Fall 2025 Projections)

Dr. Alexis Brooks-Walter

Vice President for Student Affairs and Enrollment Management

Dr. Curtis Coleman

Executive Director for Enrollment

II. VSU Accreditation Update

III. SCHEV Org. Change Submissions

IV. VSU Strategic Plan Update

Dr. Tia A. Minnis

Provost and Vice President for Academic Affairs

V. Student Scholar Spotlight

Dr. Dan Roberts

Dean, Honors College/Executive Director of Global and Special Initiatives

Mr. Arnold Westbrook

Assistant Director for Talent Development



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GREATER HAPPENS HERE





Enrollment Management Updates

Curtis L. Coleman

Executive Director of Admissions



www.vsu.edu

1,410 in
Attendance

Open House – March 29th

[Open House Booklet 2025](#)





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[illegible]

Fall 2025 Undergraduate Applications

	Fall 2023	Fall 2024	Fall 2025
Applications	25,358	26,813	17,526
Admits	9,088	10,314	8,990
Deposits	785	828	900





SCHEV Submissions Organization Changes

Tia A. Minnis

Provost & Vice President for Academic Affairs



**VSU Priority 2:
Sustain
Academic
Excellence**



Organizational Change Requests

- **Rename:**
 - Rename the Department of Hospitality Management to the Fred and Ruby Thompson Department of Hospitality Management
 - Rename the Department of Health, Physical Education, and Recreation to the Department of Health and Human Performance
- **Reorg:**
 - Reorganize the Department of Political Science and the Department of History to create the Department of History and Political Science

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VSU
Priority 2:
Sustain
Academic
Excellence





Greater Happens Here



Accreditation Update 5th Year Interim Report

Tia A. Minnis

Provost & Vice President for Academic Affairs



VSU Priority 2:
Sustain
Academic
Excellence



SACSCOC Fifth-Year Referral Report

Current Status

- Referral Report to SACSCOC
 - *April 1, 2025*

Next Step

- Notification from SACSCOC
 - *June 2025*



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2020 – 2025 Strategic Plan

Preeminence with Purpose

Progress Report Update

Tia A. Minnis

Provost & Vice President for Academic Affairs



Strategic Plan Overview

6 Priorities

6 Goals

31 Objectives

152 Strategic Actions

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Virginia State University Strategic Priorities



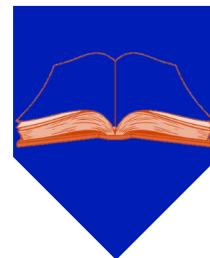
VSU Priority 1:
Increase Student
Opportunity and
Access to Higher
Education



VSU Priority 2:
Sustain Academic
Excellence



VSU Priority 3:
Provide a
Transformative VSU
Experience that
Supports the Holistic
Development of
Students



VSU Priority 4:
Define the VSU
Brand and Tell our
Story



VSU Priority 5:
Diversify Financial
Resources and
Enhance Operational
Effectiveness



VSU Priority 6:
Enhance the Land-
Grant Mission of the
University

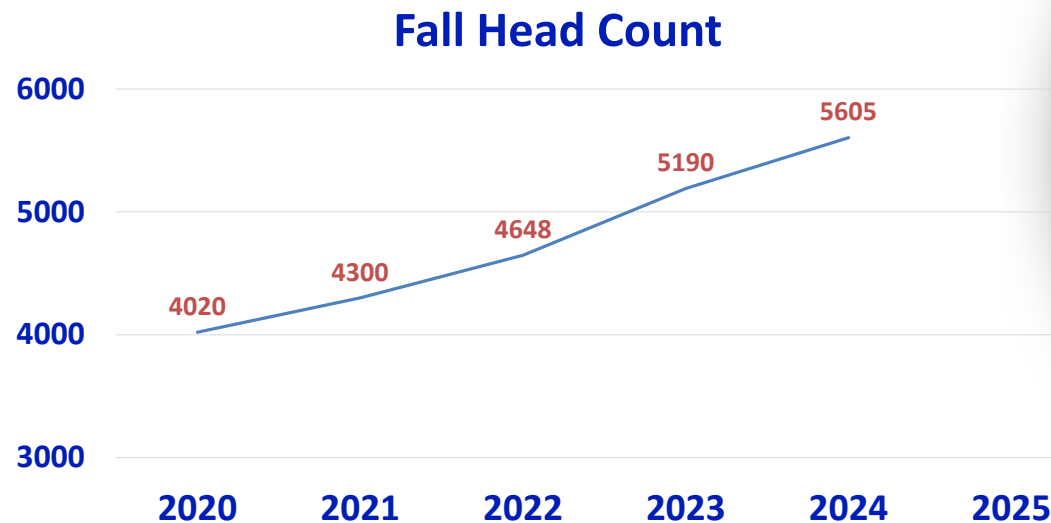
Preeminence with Purpose

STRATEGIC PLAN 2020-2025



Priority 1: Opportunity & Access

KPI: Fall Head Count - Target 2025: 6,000



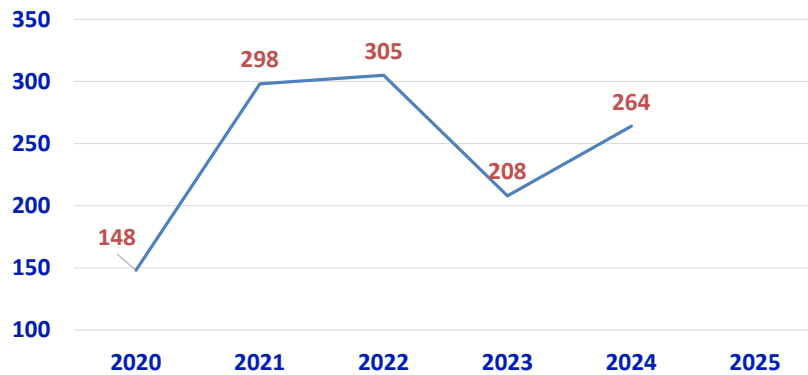
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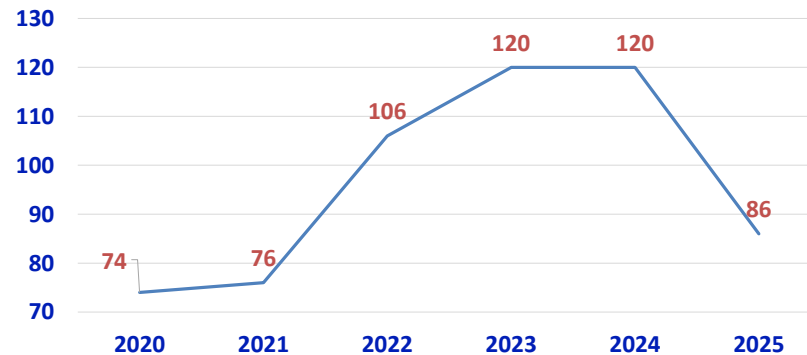
Priority 1: Opportunity & Access

KPI: New Transfer Students - Target 2025: 386

**New Transfer Students Headcount
(Fall Census)**



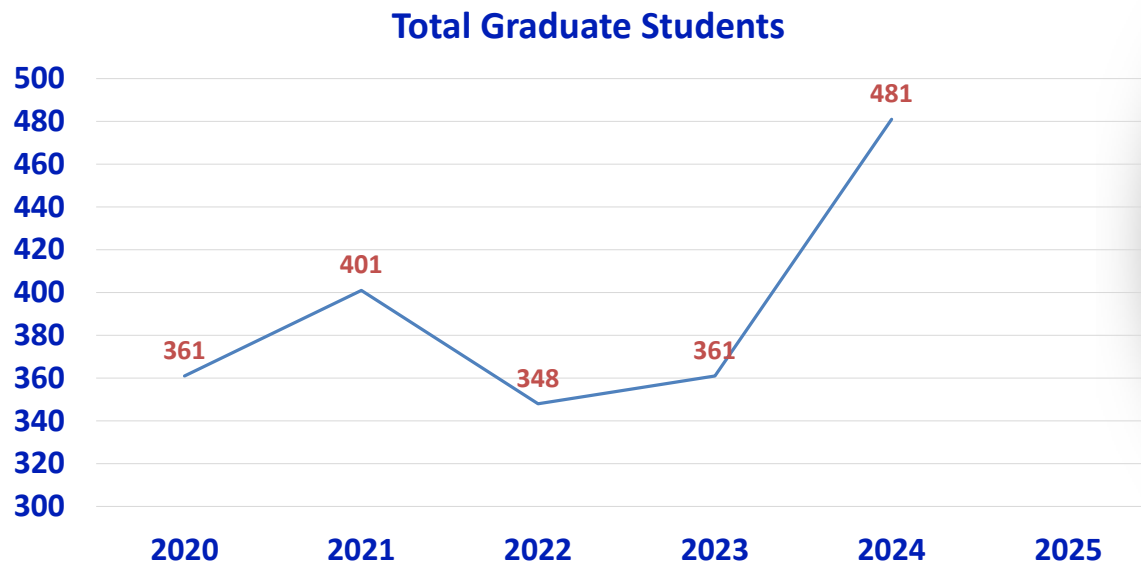
**New Transfer Students Headcount
(Spring)**



GREATER HAPPENS HERE

Priority 1: Opportunity & Access

KPI: Total Graduate Students - Target 2025: 560

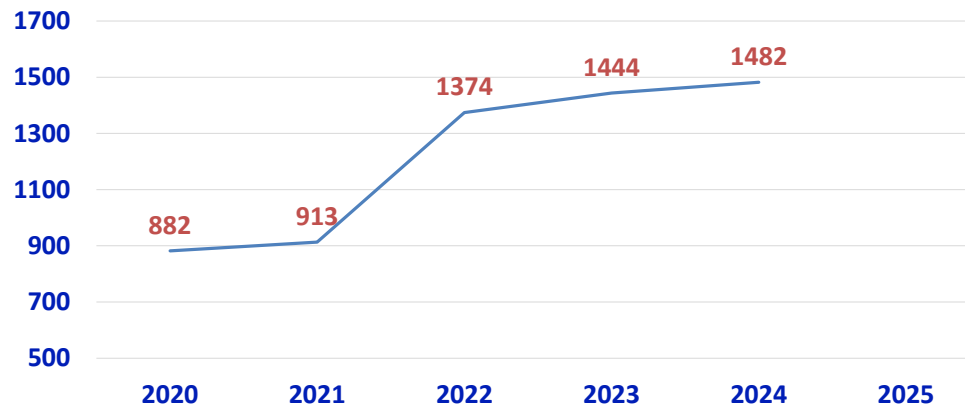


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Priority 1: Opportunity & Access

KPI: New FTIC Students - Target 2025: 1389

First Time In College (Full-Time)



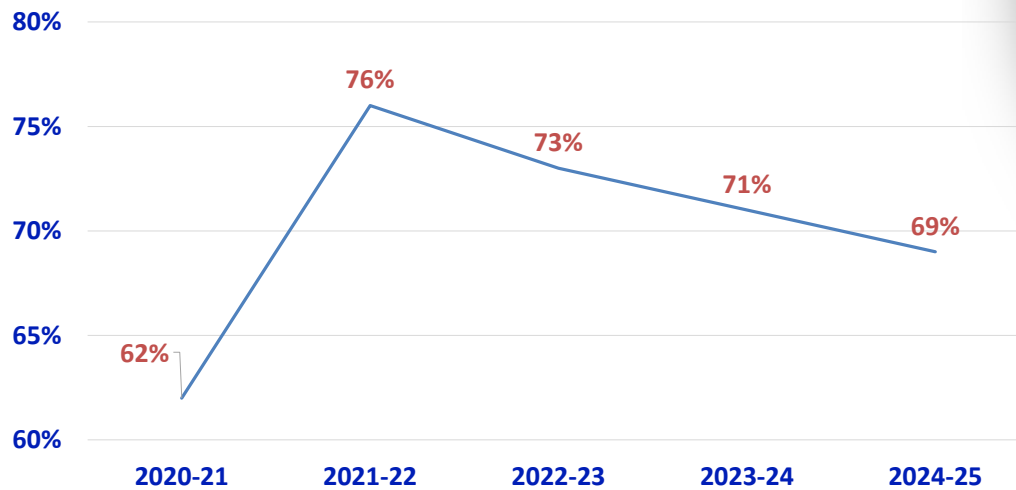
GREATER HAPPENS HERE



Priority 1: Opportunity & Access

KPI: First Time in College (Full-Time) Retention - Target 2025: 75%

FTIC Retention Rate



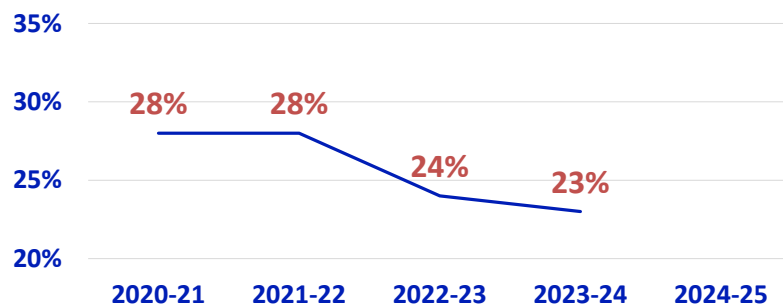
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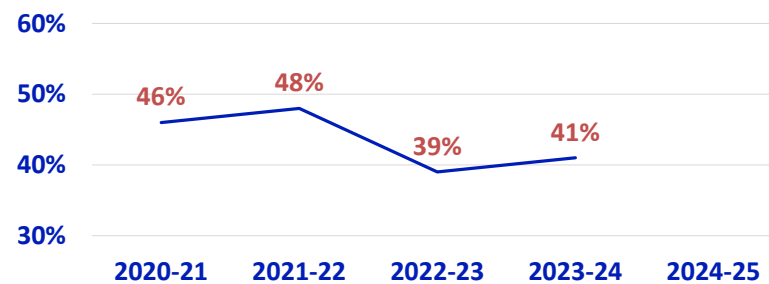
Priority 1: Opportunity & Access

KPI: FTIC 4-Year and 6 –Year Graduation - Target 2025: **34%** & **42%**

FTIC 4-Year Graduation Rate



FTIC 6-Year Graduation Rate

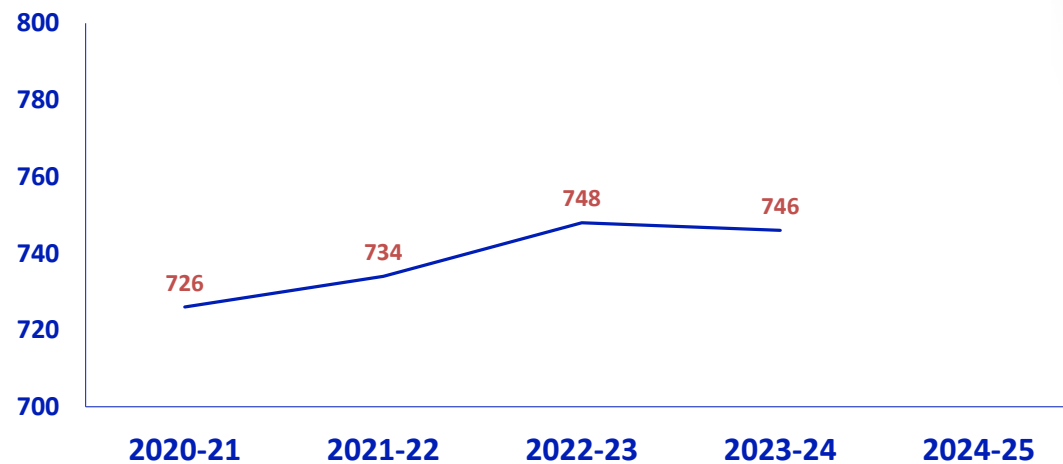


GREATER HAPPENS HERE

Priority 1: Opportunity & Access

KPI: Degree Awarded - Target 2025: 1,000

Total Degrees Awarded



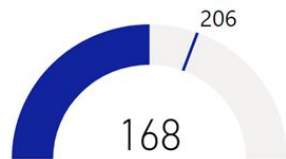
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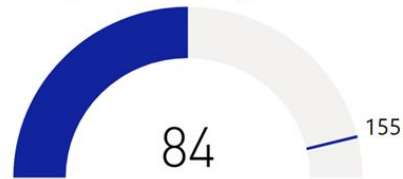
Priority 2: Sustain Academic Excellence

Objective 2.1 Pursue and implement programs that define our niche and prepare our target population to meet the demands of a global society and workforce

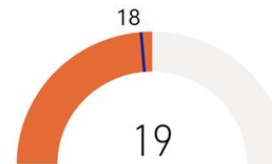
Bachelor's Degrees Awarded in STEAM-H Majors



Graduate Masters Degrees Awarded

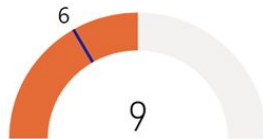


Graduate Ph.D., Doctoral Degrees Awarded

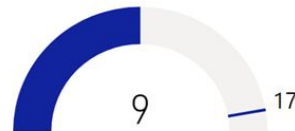


Objective 2.2 Pursue and implement innovative and non-traditional instructional program methods and content delivery

Online Programs



Certificate Programs

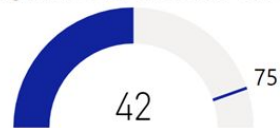


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Priority 2: Sustain Academic Excellence

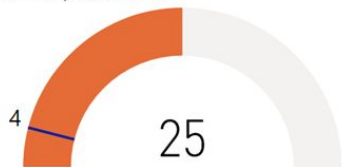
Objective 2.5 Implement Leadership programs that promote civic engagement and prepare globally competitive leaders and scholars

Students Participating in an Education Abroad Program

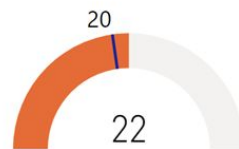


Objective 2.7 Increase internationalization and global learning

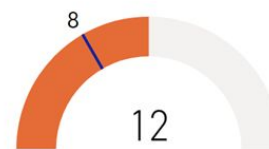
Faculty Professional Development workshop/seminars



Faculty participating in an international program



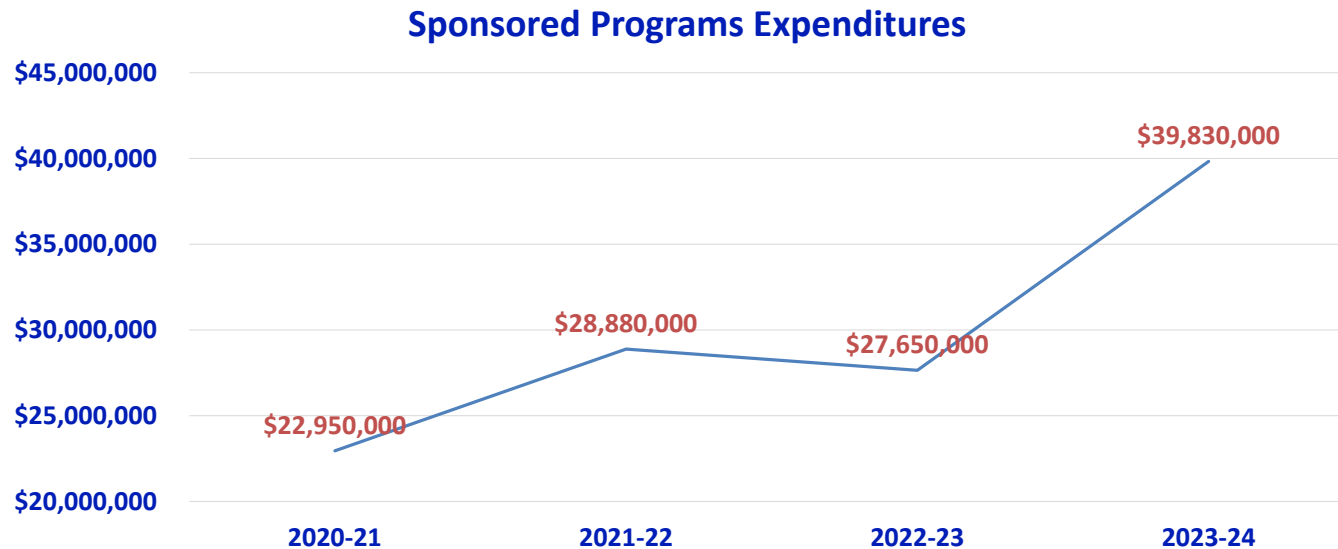
Faculty applying for competitive national programs (ex. Fulbright)



GREATER HAPPENS HERE

Priority 2: Sustain Academic Excellence

KPI: *Total R&D Expenditures – Target 2025 \$30M*

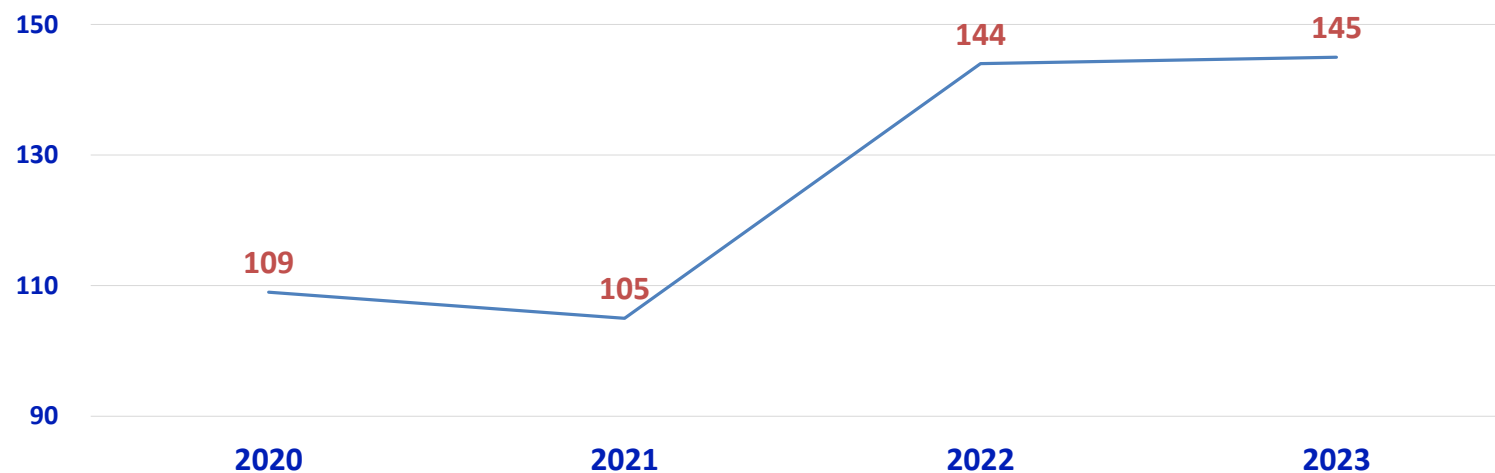


GREATER HAPPENS HERE

Priority 2: Sustain Academic Excellence

KPI: *Faculty Research Proposals Submitted* Target 2025: **120**

Faculty Research Proposals Submitted

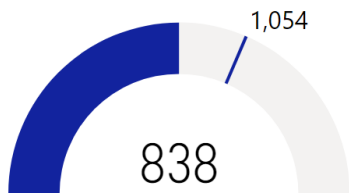


GREATER HAPPENS HERE

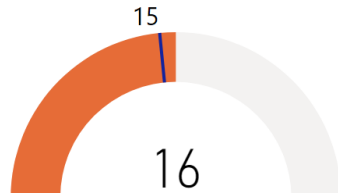
Priority 3: Transformative Experience

Objective 3.1 Implement student support and co-curricular programming that fosters student success, civic engagement and a culture of global and servant-leadership

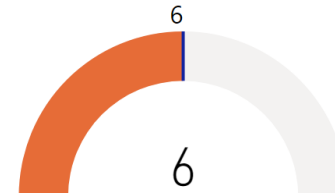
Total Internships Completed



International Internships /Research



Living Learning Communities



GREATER HAPPENS HERE

Priority 5: Financial Resources | Effectiveness

KPI: *Philanthropic Support – Target 2025: \$6M*



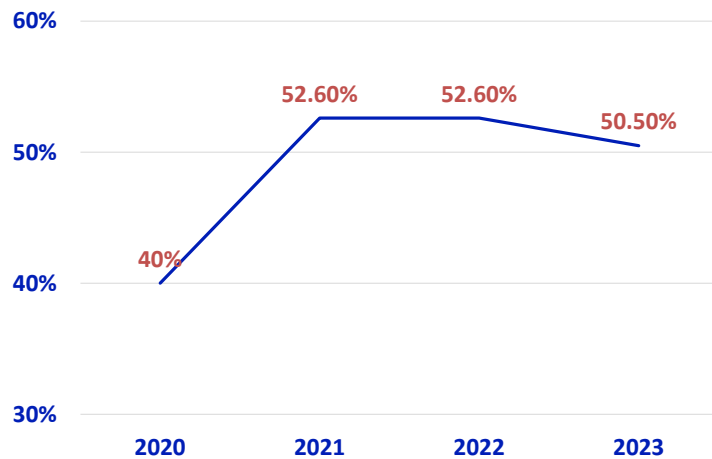
GREATER HAPPENS HERE



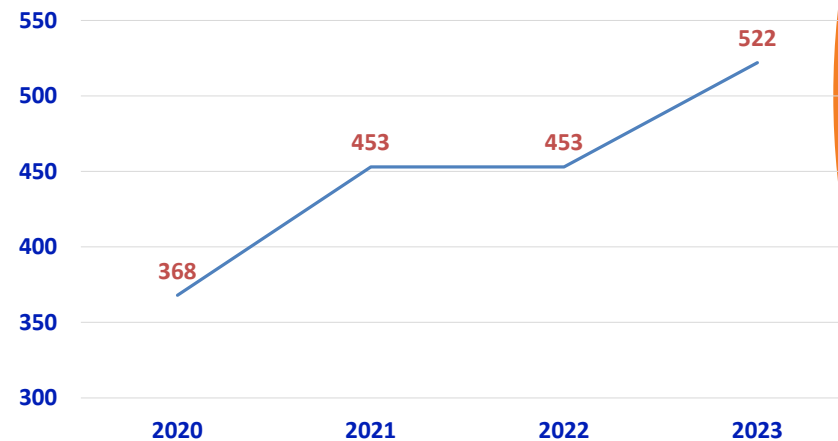
Priority 5: Financial Resources | Effectiveness

KPI: *Donor Retention Rate – Target: 50%* | *Rated Major Gift Prospect – Target: 520*

Donor Retention Rate



Rated Major Gift Prospect

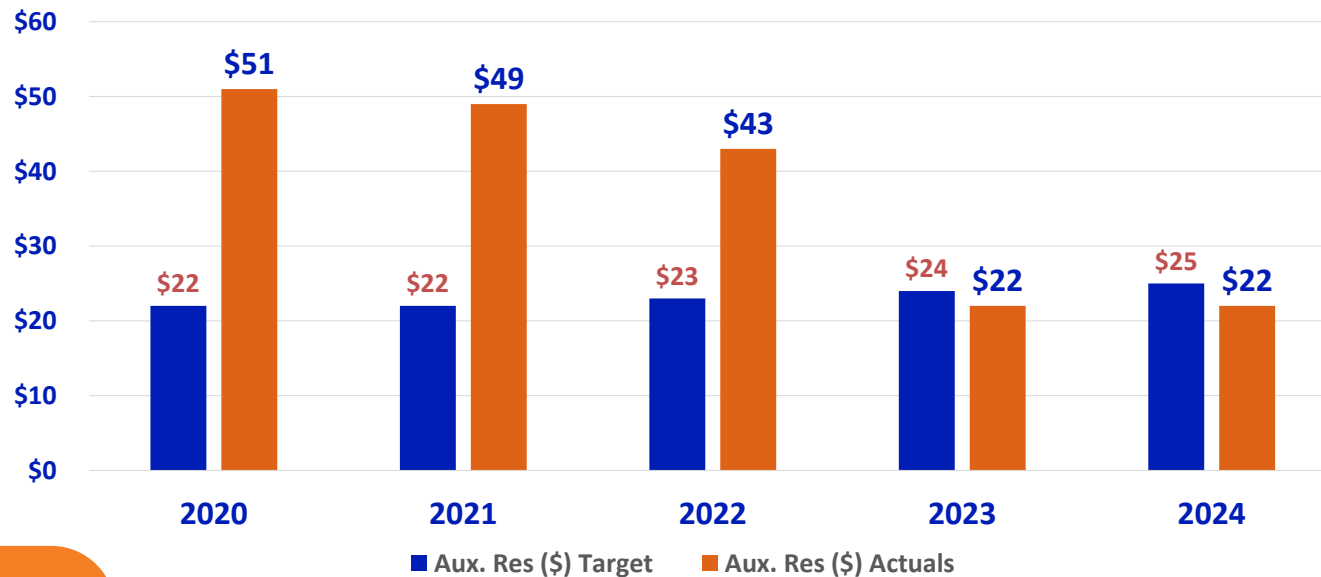


GREATER HAPPENS HERE

Priority 5: Financial Resources | Effectiveness

KPI: *Auxiliary Reserve (\$)* – Target: **\$25M**

Auxiliary Reserve \$



GREATER HAPPENS HERE

GREATER by Design 2025–2028

VSU Strategic Plan

Tia A. Minnis

Provost and Vice President for Academic Affairs



GREATER by Design (2025–2028)

- Built on *Preeminence with Purpose*
- Strategic Roadmap
- Intentional and Bold
- Recognizes the Transformative Potential of AI and Emerging technologies
- Designed for Impact – on purpose, with purpose



Mission

Virginia State University, a public, comprehensive 1890 Land Grant institution and historically black college/university, is committed to the preparation of a diverse population of men and women through the advancement of academic programs and services that integrate instruction, research, extension, and outreach.

The University endeavors to meet the educational needs of students, graduating lifelong learners who are well equipped to serve their communities as informed citizens, globally competitive leaders, and highly effective, ethical professionals.



Vision

Virginia State University will foster sustained excellence as a Preeminent Public Land-Grant university providing access to higher education and a holistic transformative learning experience to produce world-class leaders and scholars for a diverse state, national and the global workforce.



Values

- Student Centered
- Integrity
- Engagement
- Service Excellence
- Pursuit of Excellence
- Knowledge Creation & Application
- Global Readiness
- Transformative Teaching
- Inclusive Community



Strategic Priority 1: Advance Student Success through AI-Enhanced Inclusive Access, Learning Innovation, and Holistic Support.

Strategic Priority 2: Optimize Institutional Operations, Fundraising, and Financial Performance through Strategic AI Implementation and Infrastructure Enhancement.

Strategic Priority 3: Advance VSU's Mission and Academic Excellence by building a dedicated and high-quality faculty and staff through effective recruitment, development, and retention strategies.

Strategic Priority 4: Expand the Visibility and Impact of Virginia State University's distinct value, brand, and Land-Grant Mission.



NEW Strategic Priorities

Strategic Priority Alignment: Informed by the Past, Driving the Future

New Strategic Priority	Prior Strategic Priority
	New - Artificial Intelligence Integration
Strategic Priority 1: Advance Student Success through AI-Enhanced Inclusive Access, Learning Innovation, and Holistic Support.	Priority 1: Increase Student Opportunity and Access to Higher Education
	Priority 2: Sustain Academic Excellence
	Priority 3: Provide a Transformative VSU Experience that Supports the Holistic Development of Students
Strategic Priority 2: Optimize Institutional Operations, Fundraising, and Financial Performance through Strategic AI Implementation and Infrastructure Enhancement.	New - Artificial Intelligence Integration
	Priority 5: Increase and Diversify Financial Resources and Enhance Operational Effectiveness

Strategic Priorities Alignment : Informed by the Past, Driving the Future

New Strategic Priority	Prior Strategic Priority
Strategic Priority 3: Advance VSU's Mission and Academic Excellence by building a dedicated and high-quality faculty and staff through effective recruitment, development, and retention strategies.	Priority 2: Sustain Academic Excellence
	Priority 5: Increase and Diversify Financial Resources and Enhance Operational Effectiveness
Strategic Priority 4: Expand the Visibility and Impact of Virginia State University's distinct value, brand, and Land-Grant Mission.	Priority 4: Define the VSU Brand and Tell Our Story
	Priority 6: Enhance the Land Grant Mission of the University

Our Journey to VSU GREATER **by Design**



Thank You!





Student Scholar Spotlight

The GREATER at VSU

Dan Roberts

*Dean, Honors College/Executive Director of
Global and Special Initiatives*

Arnold Westbrook

Assistant Director for Talent Development



Strada Scholars



GREATER HAPPENS HERE



VSU
Priority 2:
Sustain
Academic
Excellence



DB8 Society-Speech & Debate Team



GREATER HAPPENS HERE



VSU
Priority 2:
Sustain
Academic
Excellence



VSU Strategic Plan 2025-2028 Overview

GREATER by *Design*

MISSION

Virginia State University, a public, comprehensive 1890 Land Grant institution and historically black college/University, is committed to the preparation of a diverse population of men and women through the advancement of academic programs and services that integrate instruction, research, extension, and outreach. The University endeavors to meet the educational needs of students, graduating lifelong learners who are well equipped to serve their communities as informed citizens, globally competitive leaders, and highly effective, ethical professionals.

VISION

Virginia State University will foster sustained excellence as a Preeminent Public Land-Grant University providing access to higher education and a holistic transformative learning experience to produce world-class leaders and scholars for a diverse state, national and the global workforce.

CORE VALUES

- **Student-Centered** - We champion the holistic development of students—intellectually, physically, socially, and emotionally—preparing them to lead and serve in an ever-changing world.
- **Integrity** - We uphold the highest standards of ethics, transparency, and accountability in all aspects of academic and institutional life.
- **Engagement** - We cultivate active citizenship, encouraging individuals to contribute meaningfully to their communities, the Commonwealth, and the broader global society.
- **Service Excellence** - We are committed to creating a culture of respect, responsiveness, and collaboration across all areas of the University, ensuring high-quality experiences for all we serve.
- **Pursuit of Excellence** - We strive for continuous improvement and high achievement in learning, leadership, innovation, and institutional performance.
- **Knowledge Creation & Application** - We value scholarly research that advances understanding and solves real-world problems, contributing to the economic, social, and cultural vitality of our communities.
- **Global Readiness** - We prepare students to navigate and lead in a complex, interconnected world by fostering curiosity, adaptability, and a broad cultural worldview.
- **Transformative Teaching** - We prioritize instructional excellence and innovation, nurturing environments where learning is intentional, rigorous, and equips students to become forward-thinking leaders.
- **Inclusive Community** - We foster a welcoming and respectful environment where every individual is valued, and diverse perspectives are recognized as essential to institutional strength and student success.

PREAMBLE:

GREATER by Design is Virginia State University's intentional roadmap for advancement—boldly shaping our next era of excellence through clear vision, purposeful action, and collective resolve. **GREATER by Design** represents the next phase of VSU's strategic advancement. Building on the foundation of **Preeminence with Purpose**, this plan continues our core vision while expanding our focus to achieve even greater excellence and impact. This strategic plan outlines VSU's commitment to fostering a forward-thinking, innovative, and progressive environment for its students, faculty, staff, and the broader community. Building upon its legacy as an 1890 Land-Grant HBCU, VSU will leverage its unique strengths to address the evolving needs of its stakeholders and contribute to the advancement of the Commonwealth of Virginia and beyond.

The 2025-2028 Strategic Plan, **GREATER by Design**, recognizes the transformative potential of Artificial Intelligence (AI) and seeks to integrate this technology strategically across all areas of the University. Designed to be both strategic and scalable, this plan empowers every college, division, and stakeholder to contribute to a thriving University ecosystem—thus furthering our priorities around academic innovation, student achievement, operational efficiency, and institutional resilience.

This Strategic Plan is not about incremental change. It's about designing something **GREATER**—on purpose, with purpose. With intentional investment and coordinated action, we will turn ambition into achievement and potential into progress.

NEW STRATEGIC PRIORITIES:

Staying true to our Mission, Vision, and Core Values, the Virginia State University 2025-2028 Strategic Plan, our journey to VSU **GREATER by Design**, focuses on elevating our institution through focused and forward-thinking action. The following four (4) strategic priorities have been established to achieve this vision:

- Strategic Priority 1:** ***Advance Student Success** through AI-Enhanced Inclusive Access, Learning Innovation, and Holistic Support.*
- Strategic Priority 2:** ***Optimize Institutional Operations, Fundraising, and Financial Performance** through Strategic AI Implementation and Infrastructure Enhancement.*
- Strategic Priority 3:** ***Advance VSU's Mission and Academic Excellence** by building a dedicated and high-quality faculty and staff through effective recruitment, development, and retention strategies.*
- Strategic Priority 4:** ***Expand the Visibility and Impact** of Virginia State University's distinct value, brand, and Land-Grant Mission.*

Below is a table that demonstrates how the University's current strategic priorities correspond to and build upon the strategic priorities from the current strategic plan, ***Preeminence with Purpose***.

New Strategic Priority	Prior Strategic Priority
	New - Artificial Intelligence Integration
Strategic Priority 1: Advance Student Success through AI-Enhanced Inclusive Access, Learning Innovation, and Holistic Support.	Priority 1: Increase Student Opportunity and Access to Higher Education
	Priority 2: Sustain Academic Excellence
	Priority 3: Provide a Transformative VSU Experience that Supports the Holistic Development of Students
Strategic Priority 2: Optimize Institutional Operations, Fundraising, and Financial Performance through Strategic AI Implementation and Infrastructure Enhancement.	New - Artificial Intelligence Integration
	Priority 5: Increase and Diversify Financial Resources and Enhance Operational Effectiveness
Strategic Priority 3: Advance VSU's Mission and Academic Excellence by building a dedicated and high-quality faculty and staff through effective recruitment, development, and retention strategies.	Priority 2: Sustain Academic Excellence
	Priority 5: Increase and Diversify Financial Resources and Enhance Operational Effectiveness
Strategic Priority 4: Expand the Visibility and Impact of Virginia State University's distinct value, brand, and Land-Grant Mission.	Priority 4: Define the VSU Brand and Tell Our Story
	Priority 6: Enhance the Land Grant Mission of the University

Strategic Priority 1: *Advance Student Success through AI-Enhanced Inclusive Access, Learning Innovation, and Holistic Support.*

Goal: To deploy proactive, AI-enhanced support systems that dynamically tailor student experiences, ensuring equitable access, cultivating academic excellence, and empowering all students for sustained post-graduation success.

Sample Strategic Initiatives:

1. Revolutionize access to higher education by implementing personalized, AI-powered recruitment strategies and strategically deployed financial aid initiatives.
2. Develop transformative academic curricula and delivery methods that are rigorously aligned with the emerging needs of future industries, ensuring graduates are at the forefront of their fields.
3. Utilize precision AI tools to create highly tailored educational experiences through personalized learning, adaptive instruction, and early intervention.
4. Leverage intelligent, AI-enabled frameworks to optimize academic advising, career counseling, and student support services, ensuring the holistic success and well-being of our student population.
5. Cultivate immersive, digitally enhanced learning environments that amplify student engagement and foster dynamic collaborative experiences.

Progress Indicators:

1. Increased student enrollment and retention rates.
2. Improvement in student performance and persistence.
3. Improvement in student graduation rates.
4. Increased career placement rates.
5. Increased the number of new academic programs and program revisions.
6. Increased student satisfaction with academic and student support services.
7. Increased number of students participating in high-impact learning experiences.

Strategic Priority 2: *Optimize Institutional Operations, Fundraising, and Financial Performance through Strategic AI Implementation and Infrastructure Enhancement.*

Goal: To position the University as a leader in the digital age through the integration of Artificial Intelligence (AI) and innovative technologies in all core operational areas.

Sample Strategic Initiatives:

1. Invest in AI-enabled infrastructure and technology.
2. Implement AI-driven solutions to streamline administrative processes, enhance operational efficiency, and strengthen decision-making.
3. Utilize AI to optimize campus operations and security.
4. Increased financial growth, solidified financial strength, and streamlined resource allocation through the deployment of sound financial practices and fund-raising strategies and AI solutions.
5. Drive innovation through AI-enabled research and economic development initiatives.
6. Enhance the student, faculty, and staff experience through AI-powered services.
7. Implement a University-wide AI and data governance framework.

Progress Indicators:

1. Increased operational efficiency and cost savings through AI implementation.
2. Growth in the adoption of new technologies and innovative practices.
3. Diversification of funding sources and growth in overall revenue.
4. Increased in research and research funding.
5. Increased Faculty adoption of AI tools in their teaching practices. As well as courses incorporating AI-powered tools.

Strategic Priority 3: *Advance VSU's Mission and Academic Excellence by building a dedicated and high-quality faculty and staff through effective recruitment, development, and retention strategies.*

Goal: To foster and maintain a collaborative, dynamic, high-performing workforce of talented faculty and staff, dedicated to driving innovation and achieving unparalleled excellence across all institutional functions.

Sample Strategic Initiatives:

1. Implement AI-powered, data-driven recruitment and onboarding tools to identify top talent and streamline the hiring process.
2. Provide professional development opportunities to enhance faculty and staff skills and expertise, including AI literacy.

3. Foster a culture of collaboration, innovation, and shared governance.
4. Enhance research capacity and infrastructure to support interdisciplinary and collaborative programming and research.
5. Develop and implement performance management and recognition systems.
6. Establish a leadership development program for mid-level staff and faculty to cultivate future leaders within the University, ensuring a pipeline of talent for key administrative and academic roles.

Progress Indicators:

1. Increased number of qualified applications for faculty and staff positions.
2. Enhanced faculty and staff performance and overall effectiveness.
3. Growth in faculty and staff participation in professional development activities.
4. Increased faculty and staff satisfaction with the workplace environment.

Strategic Priority 4: *Expand the Visibility and Impact of Virginia State University's distinct value, brand, and Land-Grant Mission.*

Goal: To cultivate a strong and consistent brand presence that effectively communicates Virginia State University's unique value and Land-Grant mission, resulting in increased engagement and support.

Sample Strategic Actions:

1. Develop a comprehensive brand messaging framework that articulates VSU's distinctive strengths, Land-Grant heritage, and impact.
2. Develop compelling narratives and multimedia content showcasing VSU's impact on student success, research, and community development.
3. Execute a data-driven marketing and communications plan to reach target audiences and enhance brand visibility.
4. Optimize VSU's website and digital platforms to improve user experience and engagement.
5. Build and maintain strong relationships with alumni, donors, community partners, and government agencies.
6. Highlight VSU's Land-Grant activities and their contributions to agriculture, extension, and community development.
7. Track brand awareness, perception, and engagement metrics to assess the effectiveness of brand-building efforts.

Progress Indicators:

1. Increased recognition of VSU's brand among target audiences.
2. Improved positive perception of VSU's reputation and distinctiveness.
3. Increased website traffic, social media engagement, and online interactions.
4. Growth in alumni participation, donor contributions, and community partnerships.
5. Increased public awareness of VSU's Land-Grant mission and impact.
6. Improved clarity, consistency, and impact of VSU's communications.
7. Improvement in VSU's rankings and recognition in relevant assessments.

Our Journey to VSU GREATER by Design

Review (Reflecting on Past Accomplishments)

November 2024 – March 2025

- Systematic review of the outcomes and impact of the previous strategic plan.
- Analysis of key performance indicators, successes, and areas for improvement.
- Internal environmental scan: assessment of current strengths, weaknesses, opportunities, and threats within VSU.
- External environmental scan: analysis of relevant trends in higher education, demographics, the Commonwealth of Virginia, and the global landscape.

Visioning (Envisioning the Future)

March - June 2025

- Campus-wide forums and discussions to gather aspirations and ideas for the future of VSU from students, faculty, staff, administrators, alumni, and community partners.
- Utilizing various channels (e.g., surveys, town halls, online platforms) to maximize participation and feedback.
- Identification of emerging priorities and potential strategic directions based on initial input.

Reflecting (Synthesizing Feedback and Drafting the Plan)

July - September 2025

- Systematic analysis and synthesis of the extensive feedback gathered during the visioning phase.
- Identifying and confirming key themes and priorities, further shaped and refined by the diverse voices of the VSU community using established foundations.

Feedback and Finalization (Refining and Adopting the Plan)

September - November 2025

- Broad dissemination of the draft strategic plan to the entire VSU community for review and feedback.
- Collection of additional feedback through various channels.
- Review and consideration of the feedback by the Strategic Plan Development Committee.
- Revision and refinement of the draft plan based on the feedback received.
- Finalization of the VSU 2025-2028 Strategic Plan.
- Presentation and adoption of the finalized plan by the VSU Board of Visitors

Implementation and Assessment

November 2025/January 2026

- Implementation of the VSU 2025-2028 Strategic Plan.
- Ongoing monitoring, evaluation, and assessment of progress towards the strategic goals and objectives.
- Regular reporting on the implementation and impact of the plan to the University community.