

VSU Strategic Plan 2025-2028

GREATER by *Design: Powered by Resilience*

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 and with purpose. Through deliberate investment and unified action, we will transform ambition into achievement and potential into progress. Powered by Resilience, this plan reflects the enduring strength of the Trojan community—our collective capacity to adapt, innovate, and lead with excellence in an ever-evolving world.

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**, elevates 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 previous 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.

Strategic Actions:

1. Expand 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. Develop an AI-driven early alert system to proactively identify students at academic risk, providing personalized interventions and support resources to improve student retention and success rates.
4. Utilize precision AI tools to create highly tailored educational experiences through personalized learning, adaptive instruction, and early intervention.
5. 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.
6. 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.

Strategic Actions:

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. Implement an AI-enabled cybersecurity approach aligned with National Institute of Standards and Technology (NIST).
4. Implement an AI-driven predictive analytics tool to forecast enrollment trends, optimize resource allocation, and improve the accuracy of financial planning and budget management.
5. Utilize AI to optimize campus operations and security.
6. Increase financial growth, solidify financial strength, and streamline resource allocation through the deployment of sound financial practices and fund-raising strategies and AI solutions.
7. Drive innovation through AI-enabled research and economic development initiatives.
8. Implement a University-wide AI and data governance framework with policies on ownership, access, and security across divisions.
9. Leverage AI tools to simplify program assessment processes, reducing faculty workload.
10. Use donor analytics to enhance stewardship, engagement, and fundraising effectiveness.

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.

Strategic Actions:

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.

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.