

PROUD HERITAGE. BRIGHT FUTURE



VIRGINIA UNION UNIVERSITY
STRATEGIC PLAN 2006-2011



V I S I O N S T A T E M E N T

*Virginia Union University is
a premier historically black institution
of higher education,
transforming the world one student at a time.*



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M E S S A G E F R O M T H E P R E S I D E N T

During the summer of 2004, I convened a University-wide Leadership Council representing faculty, staff, and students to conduct a thorough analysis of Virginia Union University's policies and procedures and to develop a plan for the future. Using SWOT Analysis, we examined the University's strengths, weaknesses, opportunities, and threats. This analysis assisted us in identifying our core values which are: academic excellence, small class sizes, personal attention, a nurturing environment, a strong HBCU heritage, and a campus experience rooted in spirituality.

The Leadership Council met with a nationally-recognized strategic planning consultant for one year on a monthly basis. The consultant guided us through the process of creating a new vision for the University, revising our mission statement, and developing eight strategic priorities. The priorities consist of: enhancing the quality of our academic programs; identifying and procuring resources to assist in financing the mission of the University; strengthening enrollment management; improving the quality of life for our students through student engagement/empowerment; engaging the University in continuous quality improvement; enhancing the image of the University; ensuring that our technology remains current; and involving our students in civic engagement. In October 2005, the plan was approved by the Board of Trustees.

The roadmap developed during this year-long review includes specific goals and action plans that are outlined in this document. The Virginia Union family is committed to the 2006-2011 Strategic Plan. The plan's implementation is essential to preserving our proud heritage and ensuring that we have a bright future.

We appreciate your support and assistance as we implement and realize the objectives of the Plan. At Virginia Union University, we believe that we are transforming the world one student at a time.

Belinda C. Anderson
President

M I S S I O N S T A T E M E N T

Virginia Union University, nourished by the African American heritage and energized by a commitment to excellence, provides a nurturing, intellectually challenging and spiritually enriching environment. Virginia Union University develops scholars, leaders, and lifelong learners who attain their maximum potential to become contributing members of a global society.

Seeking to empower students, the University provides dynamic academic and support programs that help students develop strong moral values to build a foundation for success. The University offers a broad range of educational opportunities while advancing its focus on teaching, research, science, and technology, as well as adult continuing education, civic engagement, and distance education.



H I S T O R Y

Virginia Union University was founded in 1865 to give newly emancipated slaves an opportunity for education and advancement. The University is the result of the merger of four institutions: Richmond Theological Seminary, Wayland Seminary, Hartshorn Memorial College, and Storer College.

Richmond Theological Seminary held classes in Richmond, Virginia at Lumpkin's Jail, a former holding cell for runaway slaves. During the same time, Wayland Seminary was founded by the American Baptist Home Mission Society in Washington, D.C.

Two years later, in 1867, Storer College was founded in Harper's Ferry, West Virginia, and in 1883, Hartshorn Memorial College opened its doors in Richmond as the first college for African American women.

After three decades of operating independently, Richmond Theological Seminary and Wayland Seminary merged on February 11, 1899 to form Virginia Union University. Later, in 1932 and 1964, respectively, Hartshorn Memorial College and Storer College became a part of this union.

Today, Virginia Union University has the distinction of being one of the oldest historically black colleges in the South.



S T R A T E G I C P R I O R I T I E S

1.0 Quality of Academic Programs

2.0 Financing the Mission of the University

3.0 Enrollment Management

4.0 Student Engagement/Empowerment

5.0 Continuous Quality Improvement

6.0 Image Enhancement

7.0 Technology

8.0 Civic Engagement



STRATEGIC PRIORITY ONE

QUALITY OF ACADEMIC PROGRAMS

GOALS

- 1.0 To review all current academic programs
- 2.0 To explore new academic programs
- 3.0 To develop on-going, comprehensive assessment plans for each major
- 4.0 To establish a Continuing Education Program
- 5.0 To enhance the University's enrollment management processes
- 6.0 To enhance faculty technological skills
- 7.0 To expand the number of Smart Classrooms
- 8.0 To review and revise policies and procedures for academic actions (warnings, probations, suspensions) and the Integrity Code
- 9.0 To ensure that new faculty and adjuncts are made aware of the Institution's policies and procedures
- 10.0 To assist VUU graduates in attaining admission into graduate or professional school
- 11.0 To expose students to extracurricular experiences, experiential learning and collaborative opportunities during their matriculation at VUU





ACTIONS - Priority One

- Form Program Review committee, establish program review design, collect and analyze data
- Establish mechanism for researching market demand for new majors and form Academic Programs Marketing Committee
- Review student learning outcomes for each major and purchase software program for reporting assessment results
- Conduct market analysis for new Continuing Education Program and pilot new courses by June 2006
- Establish University-wide Task Force to address recruitment, advising, and retention.
- Develop training session and implement Enhanced Advisement Model (EAM)
- Expand ANGEL training program and enhance existing technology evaluation criteria
- Develop and implement an Orientation Program for all new faculty and adjuncts
- Establish Graduate School committees in each School to identify graduate programs and assist students in attaining admission
- Expose students to more academically-based internships and co-op experiences

STRATEGIC PRIORITY TWO

FINANCING THE MISSION OF THE UNIVERSITY

GOALS

- 2.1 To strengthen the Institution's long-term financial viability
 - 2.2 To improve administrative processes
 - 2.3 To improve the University's living and learning environment
 - 2.4 To create alternative revenue streams
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STRATEGIC PRIORITY THREE

ENROLLMENT MANAGEMENT

GOALS

- 3.1 To recruit students who show potential for being successful at Virginia Union University
- 3.2 To increase retention efforts





ACTIONS - Priority Two

- Institutionalize Academic Empowerment Program
- Control health care expenditure growth by exploring health care consortium agreements and initiating wellness programs for employees
- Control utility expenditure growth by improving thermo performance, addressing critical building systems, and increasing University awareness of energy efficiency
- Reduce percentage of write-off to revenues by assisting students in locating alternate financial aid resources and reducing the Stafford/Perkins Loan default rate
- Explore bulk purchasing and engage in exclusive contracts
- Foster new endowment gifts of \$2.5 million annually
- Establish internal audit/internal control function
- Outsource accounting for individual endowment funds
- Reduce amount of deferred maintenance and explore grant opportunities for historic buildings
- Institute campus safety program
- Improve campus perimeter
- Explore opportunities for online degrees

ACTIONS - Priority Three

- Identify students who fit within University's 20-60-20 enrollment policy, participate in National Student Search Programs, and implement "Project Renew and Restore" with Baptist General Convention
- Develop committee of faculty, staff, and students to review and amend recruitment materials
- Train students for peer to peer interventions with students at risk for attrition

STRATEGIC PRIORITY FOUR

STUDENT ENGAGEMENT AND EMPOWERMENT

GOALS

- 4.1 To increase the level of student engagement and leadership campus-wide
- 4.2 To enhance communications in all aspects of student life
- 4.3 To create an environment that cultivates holistic student development
- 4.4 To expose students to the conscious proliferation of cultural and ethnic experiences

STRATEGIC PRIORITY FIVE

CONTINUOUS QUALITY IMPROVEMENT

GOALS

- 5.1 To strengthen faculty and staff performance
- 5.2 To conduct an ongoing evaluation and assessment of Institutional Programs
- 5.3 To establish a university-wide system of evaluation for external contracts





ACTIONS - Priority Four

- Administer and conduct analyses on student surveys to determine needs and interests
 - Require new student development portfolio
 - Incorporate leadership curriculum as second semester component to Freshman Orientation
 - Coordinate with Alumni Office to identify opportunities for collaboration and develop a Parent's Assistance Group
 - Provide programs and services that follow the CAPSL model (Civic Engagement, Academic Achievement/Engagement, Personal Growth, Spiritual Development and Leadership)
 - Engage Student Affairs consultants to conduct a SACS review of VUU Division of Student Affairs
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ACTIONS - Priority Five

- Develop faculty and staff mentoring program
- Establish mechanism for competitive evaluation of research/grant proposals
- Create mechanism for continuous review and update of handbooks
- Conduct annual workshops for all new staff
- Establish mechanism for fine-tuning faculty and staff evaluation instruments
- Institute a merit-based performance evaluation system
- Re-examine University indirect cost grant structure



STRATEGIC PRIORITY SIX

I M A G E E N H A N C E M E N T

GOALS

- 6.1 To assure a positive image for the University among all constituents
 - 6.2 To improve public perception of the University
 - 6.3 To engage the University faculty, staff, students, alumni and other stakeholders, as appropriate, in developing image enhancement strategies
 - 6.4 To develop a University brand
 - 6.5 To cultivate the constituents of the University
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STRATEGIC PRIORITY SEVEN

T E C H N O L O G Y

GOALS

- 7.1 Campus Connectivity: To ensure a strong technological infrastructure to keep pace with campus and global needs in order to meet academic, research, and business needs
- 7.2 IT Center Service Enhancement: To deliver swift, accurate, and efficient services by positioning existing and future IT services to respond effectively to growing campus demands
- 7.3 Integrated Campus Information System: To enhance current administrative software by adding additional system and integrity features
- 7.4 Campus Communications: To further improve employee service to include documentation, consulting, and liason support
- 7.5 Technology Integration: To enhance the technological experience of all students



ACTIONS - Priority Six

- Improve quality of University publications
- Re-design University website
- Plan and implement at least two yearly events to showcase University programs to the community
- Engage services of public relations firm
- Update recruitment tools
- Conduct marketing study of potential advertising options
- Design database of faculty areas of specialization (media source book)
- Update alumni database

ACTIONS - Priority Seven

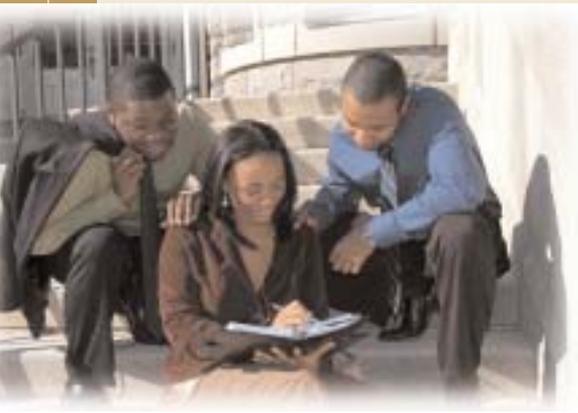
- Implement all fiber network to remaining administrative buildings and dormitories during 2007, 2008, and 2012
- Increase bandwidth for enabling voice, video, teleconferencing, and other technologies
- Implement monitoring software for information and network security
- Implement network disaster recovery plan
- Consolidate campus-wide printer system
- Implement document imaging system
- Add Inventory Asset module to track campus-wide capital assets, buildings, vehicles, computers, etc.
- Implement student laptop requirement for entering freshmen
- Implement SmartCard student ID swipe interface with Integrated Campus Information System

STRATEGIC PRIORITY EIGHT

C I V I C E N G A G E M E N T

GOALS

- 8.1 To standardize an approach to provide opportunities for civic engagement activities and programs, such as service learning and community service
- 8.2 To ensure the effectiveness and efficiency of service learning and community service projects at all levels of the Institution
- 8.3 To explore the feasibility of establishing faith-based community focused projects at all levels of the Institution



ACTIONS - Priority Eight

- Establish Civic Engagement Coordinating and Oversight Committee
- Classify and catalog programs and activities appropriate to service learning and community service at various institutions of higher education
- Identify existing service learning and community service activities on campus
- Conduct forum to introduce service learning and community service programs to Virginia Union community
- Use freshman orientation course to introduce students to civic engagement
- Establish "Ambassador" liaison program to surrounding communities
- Establish joint task force to explore feasibility of initiating faith-based community focused initiatives



M E M B E R S O F L E A D E R S H I P C O U N C I L

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President

Dr. Jessica Bailey
Dean, Sydney Lewis
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Mr. Michael Bailey
Athletic Director

Ms. Quanda Baker
Associate Vice President
for Institutional Research

Ms. Renee Brooks
VUU Student

Dr. Prince Brown
Vice President for
Institutional Advancement

Ms. Cheryl Bullock
Title III Program
Support Specialist

Mr. Gil Carter
Director of Annual Fund
and Planned Giving

Ms. Jackie Coker
Director of Leadership
Development Program

Ms. Sue Ellen Coleman
University Registrar

Ms. Vanessa Moody Coombs
Vice President for
University Relations

Mr. Mel Crosse
Vice President for
Financial Affairs

Ms. Phenie Golatt
Director of Financial Aid

Dr. Joy Goodrich
Dean, School of Education
& Interdisciplinary Studies

Ms. Latrelle Green
Director of Information
Technology

Ms. Selicia Gregory
Library Archivist

Mr. Louis Hearn
Director of Upward Bound

Ms. Linda Jackson
Director of Academic
Empowerment Center

Dr. Gloria Pryor James
Interim Provost and Vice
President for Academic
Affairs

Ms. Renita Johnson
Director of Residence Life

Ms. Tara Johnson
Student Accounts Supervisor

Mr. William M. Johnson
Director of Facilities
Management

Dr. John Kinney
Dean, Samuel DeWitt Proctor
School of Theology

Dr. Ramsey Kleff
VUU Faculty Senate

Dr. Jay Malcan
Chair, Dept. of Criminology
and Criminal Justice

Mrs. Mildred Maree-Britt
Director of Career Services

Ms. Alice McClain
Head Nurse, Student
Health Services

Ms. Sarah Morris
Miss VUU 2004-05

Ms. Rhonda Myers
Director of Student Activities

Dr. Emmanuel Onyedike
Dean, School of Arts and
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Vice President for
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Mr. Glenn Starnes II
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Ms. Dioni Torres
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Director of Community
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Mr. Landy Watson
Director of Alumni Relations

Mrs. Nina Wells
Director of Judicial Affairs

Mr. Chelsie White
Director of Human Resources

Ms. Esther White
Administrative Assistant
Presidents Office

Ms. Stephanie White
Comptroller

Rev. Mary Young
Coordinator of
Administration and
Instructor
Samuel DeWitt Proctor
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V U U H I G H L I G H T S

- Virginia Union University is one of the oldest Historically Black Colleges and Universities in the South.
- Virginia Union University's Samuel DeWitt Proctor School of Theology is the second oldest African American Seminary in the country.
- Virginia Union University was the first Historically Black College and University, and the second of any university nationwide, to establish a completely wireless network infrastructure.
- The National Council for Accreditation of Teacher Education (NCATE) has continued the accreditation of Virginia Union's School of Education and Interdisciplinary Studies.
- Virginia Union's programs in English, Mathematics, Exceptional Education, and Elementary Education have been nationally recognized as a result of the University's continuing accreditation by NCATE.
- Virginia Union's Samuel DeWitt Proctor School of Theology is one of only three theological institutions on the east coast certified and accredited by the United Methodist Church to train United Methodist students.
- The Council on Social Work Education's Commission on Accreditation re-affirmed the accreditation of the Department of Social Work at Virginia Union University.
- The Association of Collegiate Business Schools and Programs (ACBSP) has re-affirmed the accreditation of Virginia Union's Sydney Lewis School of Business.
- Virginia Union University has an extensive collection of African, Oceanic, and African American folk art in the Virginia Union University Museum.
- Virginia Union University holds the 2005 National Championship in NCAA Division II Men's Basketball. This is the University's third national championship in NCAA Division II Men's Basketball. The University also holds 19 CIAA Championships, more than any other CIAA school.



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