



FAIRMONT STATE
UNIVERSITY™

OUR QUEST FOR DISTINCTION: STRATEGIC PLAN

2018-2028

VISION

Fairmont State University will be renowned for its innovative pedagogical practices and programs and as the first-choice institution for students seeking a transformative educational experience.

MISSION

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.

CORE VALUES AND THE GOALS THAT ADDRESS THEM

Family – establishing interdependence and mutual support

Diversity - engendering a culture of respect where all people's views are acknowledged and valued

Excellence - ensuring distinction in programs, service, faculty, staff and students

Entrepreneurship – supporting creative and innovative initiatives that may have an element of risk

Safety – promoting an environment free from the occurrence or risk of injury, danger, or loss

Trust – inspiring confidence in a person in whom responsibility or authority is placed

Respect – having esteem for or a sense of the worth or excellence of our people

Integrity - adhering to the highest standards

Transparency – establishing visible foundations for decisions and plans

Stewardship - responsibly overseeing and protecting the things considered worth caring for and preserving

Strategic Plan 2018-2028 Realignment

Student Success: Retention	Performance Indicator	Source	Definition	Baseline	2028 Goal
GOAL 1: Increase first-year retention rate to 75% minimum by 2028.	First-year Fall to Fall retention rate	IPEDS Fall Enrollment Survey HEPC Student File Early Fall Term Submissions	The percentage of baccalaureate or equivalent degree-seeking students enrolled as full-time first-time freshman in the previous Fall term and again enrolled in the current Fall.	62%	75%
GOAL 2: Increase second year retention rate to 65% minimum by 2028.	Second to third year Fall to Fall retention rate	HEPC Student File Early Fall Term Submissions	The percentage of baccalaureate or equivalent degree-seeking students who were enrolled as full-time first-time freshman in a Fall term for a two prior year cohort and again enrolled as a third-year student in the current Fall.	54%	65%
GOAL 3: Increase six-year graduation rate to 55% minimum by 2028.	Six-year (150% of time to degree) graduation rate	IPEDS Graduation Rates Survey	The percentage of full-time, first time undergraduate degree seeking students who completed their course of studies leading to the awarding a recognized postsecondary credential within 150% of normal time to completion (i.e. 6 academic years) from enrollment in a given Fall term.	41%	55%
GOAL 4: Increase and Maintain Undergraduate and Graduate Credit Hour Productivity	Average credit hours attempted by	HEPC Registration File Early Fall Term Submissions	The unweighted average amount of full-time and part-time undergraduate credit hours attempted as of Fall census in a given Fall term.	Undergraduate 14.95 6.1 Full-time Part-time	Undergraduate > 15 >7 Full-time Part-time
GOAL 5: Increase availability of scholarship funds to support recipients throughout four years.	Total institutional 4-year renewable grant recipients.	Office of Financial Aid	The total number of guaranteed institutional undergraduate scholarships renewable over the course of at least 4 academic years.	541	2200
GOAL 6: Increase scholarship funding to NCAA-defined maximum limits	Percent of total award equivalents to maximum grant equivalents across male and female teams	Department of Athletics; NCAA Grant in Aid Report	The average number of men and women's team award totals divided by the maximum number of athletic awards permitted by NCAA for a given academic year.	46% Women 40% Men	85% Women 85% Men

Enrollment Management: Growth	Performance Indicator	Source	Definition	Baseline	2028 Goal
GOAL 1: Re-engage non-traditional students by understanding, creating, and offering unparalleled innovative degree programs.	The total number of fully remote or low-residency degree programs offered.	Office of the Registrar; Office of Graduate Studies	The number of programs which can be completed either fully online, or with minimal in-person on-campus requirements as a condition for the successful completion of coursework.	2 UG	7 UG
				11 GR	18 GR
GOAL 2: Systematically identify and attract out-of-state and international students.	The proportion of out of state students enrolled per Fall term.	HEPC Student File Early Fall term submissions	The number of out of state students (as defined for the purposes of tuition and fees) divided by the total undergraduate headcount of a given Fall term The total unique persons enrolled as international students as defined for the purposes of tuition and fees for a given Fall term.	9% out of state	20% out of state
	The total headcount of international students enrolled per Fall term.			68 students	250 students
GOAL 3: Increase enrollment of non-traditional learners.	The proportion of undergraduate students age 25 or older	HEPC Student File Early Fall term submissions	The total unique persons enrolled in age 25 or older as of October 15 of a given Fall term and classified as an undergraduate student divided by the total headcount of all undergraduate students.	21%	30%
GOAL 4: Expand educational programs-to-program articulation agreements with community colleges and senior institutions.	The number of program-to-program articulation agreements with out-of-state institutions	Office of the Registrar	The total number of formal agreements guaranteeing the transfer of course credit between Fairmont State and another out-of-state institution, with a majority of the agreements coming from institutions in states eligible for metro tuition rates.	0	30
GOAL 5: Create cross-border programs in foreign countries.	The number of degree programs offered which require study in another country	Office of the Registrar	The total number of formalized degree programs wherein a course of study is required at an institution located in another country other than the US or its territories.	0	2
GOAL 6: Improve accessibility.	Maintain tuition and net price below those of regional in-state institutions	Institutional Research & Effectiveness	The total academic year undergraduate tuition and fees for a full-time in-state student and the total net price for a full-time first-time student who received financial compared to the average of those metrics across all regional 4-year public institutions in West Virginia.	Fairmont \$7738 \$9733 Regionals \$7847 \$10,629 Tuition Net Price	Less than state average
GOAL 7: Advance athletic opportunity	The number of active team offers per year	Department of Athletics	The total number of NCAA-approved athletics teams available for student play in a given academic year.	16	20

Resource Diversification: Stabilization	Performance Indicator	Source	Definition	Baseline	2028 Goal
GOAL 1: Achieve and sustain the financial stability of the institution.	Composite Financial Index (CFI)	Office of Finance	The annual University Composite Financial Index as calculated by and reported to the West Virginia Higher Education Policy Commission for a given fiscal year.	1.99	2.75
GOAL 2: Increase grant and sponsored program funding	The three fiscal year average of budgeted grant funds awarded to Fairmont State	Office of Finance	The average budgeted grant funds awarded to Fairmont State, either directly to the institution or through the Fairmont State Foundation, including carryover from previous years over the three most recent fiscal years.	\$2,197,668	\$5 million
GOAL 3: Grow foundation endowment and increase the number of endowed student scholarships.	The total amount of the University Foundation endowment	Fairmont State University Foundation; Office of Financial Aid	The total market value of the Fairmont State University endowment as of a given Fall term.	\$24,174,615	\$50 million
	Number of endowed scholarships awarded		The total number of designated endowed scholarships awarded for a given academic year	535	835
GOAL 4: Increase alumni engagement and philanthropy	The proportion of alumni donating to the University Foundation	Fairmont State University Foundation	The number of living alumni who make monetary contributions to the University Foundation divided by the total number of living alumni as found in the Foundation's alumni database	1.7%	5%
GOAL 5: Increase Athletics Revenue	The total net-revenue generated in a given fiscal year	EADA	The total net revenues generated in a given fiscal year attributable to the Department of Athletics, as defined by the Department of Education in compliance with the Equity in Athletics Disclosure Act (EADA)	\$13,494	\$150,000