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
GOALS AND OBJECTIVES

A. Strategic Theme #1: Student Success: Retention
   1. Increase first year retention rate
   2. Increase 6 year graduation rates
   3. Reduce transfer-out rate
   4. Ensure student career/graduate school placement
   5. Provide 4-year scholarships

Objectives:

1. Minimum of 75%
2. Minimum of 50%
3. To no more than 25%
4. To 90% within 6 months of graduation
5. 100% of students receiving a scholarship will have a 4-year commitment

Strategies:

- Enhance the University’s advising model to ensure best practices across campus.
- Centralize First Year Experience initiatives under the Office of Retention and develop new programs and initiatives to support students’ transition to Fairmont State.
- Develop a method to identify and support students who may be at greater risk of withdrawing from college.
- Improve student access to mental health services.
- Enhance the availability and accessibility of important campus information.
- Develop a specialized orientation program and other support structures for international students.
- Develop data through the Office of Career Services to track job placements and admission to graduate school.

B. Strategic Theme #2: Enrollment Management: Growth

1. Re-engage non-traditional students by understanding, creating, and offering unparalleled innovative programs
2. Systematically identify and attract out-of-state and international students
3. Increase enrollment of non-traditional learners
4. Expand educational program-to-program articulation agreements with community colleges and senior institutions
5. Create cross-border programs in foreign countries
6. Improve accessibility
Objectives:

1. A minimum of 10 new on-line or low-residency programs
2. Minimum of 20% out-of-state and a minimum of 500 international students
3. Minimum of 30% non-traditional learners (including part-time and full-time)
4. Minimum of 100 program-to-program articulation agreements
5. A minimum of 2 new programs
6. Maintain tuition and average net price below those of peers; a minimum of 5 new Co-op programs

Strategies:

- Increase visibility and expand geographic footprint of Fairmont State University to increase the percentage of students who enroll from outside of West Virginia to 30%.
- Enhance marketing materials to reach specific populations (i.e. in-state, out-of-state, international, transfer, non-traditional, veterans, etc.)
- Develop/enhance on-line and mobile application process.
- Enhance processes and initiatives to improve applicant pool and yield rates.
- Develop program and infrastructure for international recruitment.
- Formalize study abroad and exchange programs.
- Establish articulation agreements.
- Identify and market academic programs of distinction that create a unique identity for the University.

C. Strategic Theme #3: Resource Diversification: Stabilization

1. Achieve and sustain the financial stability of the institution
2. Increase grant funding
3. Grow foundation endowment to a minimum of $50 million and increase the number of endowed student scholarships
4. Increase alumni engagement/philanthropy to a minimum of 5 percent above the national average

Objectives:

1. Composite Financial Indicator (CFI) score of 2.0 (Fairmont State University) and 2.75 (Fairmont State University with Foundation)
2. Minimum of $5 million/year
3. Minimum of $50 million and a minimum of 300
4. Minimum of 5 percent above the national average
Strategies:

- In partnership with the Foundation and Alumni Association, engage alumni to reconnect with their alma mater, to support current students, and to help sustain the future of the University.
- Strengthen and maintain integrity of constituent database and improve communication outreach.
- Establish and strengthen relationships with alumni affinity groups, such as athletes, Greek life, majors, retired faculty and staff, and others.
- Establish annual “President’s Tour” to areas with high concentrations of alumni.
- Encourage and support alumni chapter development.
- Develop an alumni mentoring program for current students.
- Establish University-wide funding priorities that correlate into focal objectives for a scholarship campaign and a comprehensive capital campaign.
- Encourage and support increased grantsmanship across campus.
- Foster partnerships within our regional community.
- Organize a collaborative relationship with local and state government officials and civic organizations to create a town and gown cooperative.
- Actively seek and create corporate partnerships to develop opportunities for student internships, service learning, guest lecture events, public-private partnerships, and collaborative initiatives for community development.