TODAY’S AGENDA:

1) Trends & Best Practices (25 Minutes)
2) SWOT-C Document Review (10 Minutes)
3) Strategic Directions Exercise (45 Minutes)
4) Vision Statement Discussion (10 Minutes)
5) Mission Statement Discussion (10 Minutes)
6) Core Values Discussion (10 Minutes)
7) Next Steps | Adjourn
ASU STRATEGIC PLANNING PROCESS

Planning Coordination

External Assessment

Gap & SWOT-C Analysis

Internal Assessment

Best Practices

Strategic Issues and Visioning

Future Trends

Strategic Goals and KPI's

Input from Campus Constituents

Vision, Mission, Values

Stakeholder Feedback

Final Document and Exec Summary
Trends
FOR HIGHER EDUCATION

SPRING 2021 Trends Inside Higher Education
TRENDING ISSUES

VIRTUAL STUDENTS SERVICES WILL THRIVE

VIRTUAL TOURS
SEE LABS & VISIT THE CAMPUS ONLINE

STUDENT SERVICES
Live Chats

EDUCUSE
2021 Strategic Trends
TRENDING ISSUES

THE PRIORITIES FOR STUDENT AMENITIES WILL BE REDEFINED

Colleges and students alike will begin to rethink what is most important to the student experience.

Changing America | How higher education might change in 2021
TRENDING ISSUES
DIGITAL LEARNING POST COVID

Pre-COVID
Traditional and Online

Peak of COVID
100% Online

POST-COVID
Integration of Physical and Digital

16 predictions for higher-ed edtech in 2021
TRENDING ISSUES
FOCUS ON STUDENT SUPPORT AND HOLISTIC STUDENT SUCCESS

HOLISTIC STUDENT SUPPORT

inside track: 12 Higher Ed Trends to Watch In 2021
Florida A&M University (FAMU) students got a crash course in creating immersive film projects at the Knight Chair Speaker Series Virtual Reality Boot Camp at the School of Journalism & Graphic Communication.
TRENDING ISSUES

OUTDOOR WI-FI IS HERE TO STAY

8 Higher Education IT Trends to Watch in 2021
TRENDING ISSUES
MORE INITIATIVES WILL BE TAKEN TO DEVELOP THE WORKFORCE

More focus on academic programs to provide students with the knowledge, skills, and training required in the workplace. Facebook, Google, and Amazon are working with universities to develop curriculums that teach students the most in-demand skills.
Makerspaces and project spaces help students learn soft skills and solve problems.
CONTINUED DECLINES IN INTERNATIONAL STUDENTS

Change in New International Students Enrollments in USA, 2011–2019

Source: Institute of International Education

Guide2Research


smithgroup.com
SWOT-C ANALYSIS

• **Strengths** are defined as skills, competencies, capabilities, competitive advantages, or resources for which the college can draw in selecting its future direction of action.

• **Weaknesses** are defined as the lack of skills, competencies, capabilities, or resources needed by the college to function effectively.

• **Opportunities** are situations in the environment (local, state and national) from which the college can benefit if certain actions are taken.

• **Threats** are situations in the environment which give rise to potentially harmful events and outcomes if action is not taken in the immediate future.

• **Challenges** refers to those pressures that exert a decisive influence on an institution’s likelihood of future success.
ANOTHER WAY TO LOOK AT THE SWOT

ASU SWOT RESPONSES: OPPORTUNITIES (261)

ASU SWOT RESPONSES: STRENGTHS (329)
SWOT-C Overview: Strengths & Weaknesses

**Strengths:**
What does Alcorn State University do well?

- Sustainability through Fundraising/Resource Allocation
- Enhanced Student Access & Opportunity
- Student Success/Strong Student Support
- Ability for Adaptation/Transformation
- Established Athletics/Sports
- Success with Recruiting
- Engaged with Community/Partnerships/Alumni
- Good Location/Beautiful Campus Setting
- Welcoming Campus Culture/Family Environment
- Strong Academic Programs & Reputation
- Dedicated Faculty/Staff/Employees
- Effective Marketing/Brand Recognition

13 Themes | 329 Responses

**Weaknesses:**
In what areas does Alcorn State University need to improve?

- Need for Better Student Housing/Transportation
- More Focus on Student Activities and Dining
- Declining Student Enrollment/Retention/Changing Demographics
- More Focus on Recruiting
- Poor Location/Campus Setting/Access
- Greater E-Learning/Online Program Offerings
- Enhance Marketing/Brand Recognition/Advertising
- Update Academic Programs/Curriculum
- Greater Student Preparation/Student Support
- Expand Community Engagement/Partnerships
- Lack of Internal Communication/Transparency
- Better Customer Service/Openness to New Ideas
- Outdated internal Processes/Ability to Change
- Lack of Sustainability/Funding/Finances/Resources
- Improved Facilities/Technology & Infrastructure
- Compensation/Advancement/Behavior/Moral Concerns by Faculty/Staff

16 Themes | 483 Responses

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13 Students
29 Faculty
46 Staff
26 Advisory Committee
7 Deans
5 Department Chairs
22 Online Submissions

148 Total

1,391 Total SWOT Responses
SWOT-C OVERVIEW: OPPORTUNITIES & THREATS

OPPORTUNITIES:
Are the Circumstances in the environment where Alcorn State University could Benefit or take advantage of?

- Expand Degree Programs & Course Offerings
- Develop Capacity for Transformation/Reorganization
- Greater Student Access/Opportunity
- Boost Athletics
- Take Advantage of Community Engagement/Partnerships & Collaborations
- Expand Recruiting Efforts
- Use Location/Campus Setting as an Advantage
- Leverage Alumni Relationships
- Refocus Marketing and Rebranding
- Expanded Opportunities for Faculty/Staff
- Build & Expand E-Learning/Online Programs
- Take Advantage of Opportunities to Ensure Fiscal Sustainability
- Facilities/Technology & Infrastructure Improvements
- Capitalize on Opportunities in R&D

14 Themes | 261 Responses

THREATS:
What external factors are standing in the way or blocking Alcorn State University from making forward progress?

- Growing Intensity of Competition
- Maintaining Talent and Human Resources
- Perceptions of Location and Value of Mission
- Student’s Preparation for College
- Changes in Occupations and Skills Needed for Employment
- Impact of Recession and Declining Fiscal Resources
- Increased Government Regulations and Processes
- Rapid Advances in Technology and Student Preferences
- Changes in Consumer Technology and Student Communication Preferences
- Changing Economic & Student Demographics

11 Themes | 318 Responses
GREATEST CHALLENGE:

WHAT IS THE GREATEST SINGLE CHALLENGE FACING ALCORN STATE UNIVERSITY MOVING FORWARD?

**Internal Challenges:**
- Faculty turnover
- Retaining students
- Funding
- Low enrollment
- Retention
- Rural Setting
- Recruitment of students and well-credentialed faculty
- COVID-19
- People driven—Not process driven.
- Outdated facilities and technology
- Inconsistently in the reliability if the internet, especially wifi and power
- Lack of marketing
- Recruitment of students and how to keep them here at Alcorn State University
- Resistant to change.
- We are people driven and not process driven.
- Employee morale
- Lack of funds to give assistantships to M.S. Students with full tuition waiver.
- Funding to keep up with technology and advancements.
- Hiring of top professionals, instructors, faculty, and staff. All which influence student recruitment and retention

**External Challenges:**
- Competition with “elite” HBCU’s with white land grant students
- COVID-19
- Location
- Funding
- Economic development
- Online colleges
- Changing demographics and perceptions about the benefits of a college education
EMERGING THEMES IN THE STRATEGIC PLAN

**STUDENT ACCESS & OPPORTUNITY**
Provide under-resourced Mississippi students pathways to higher education & social mobility.

**STUDENT SUCCESS**
Sustained quality & compassion, expanded world view, students prepared to enter & succeed in the workforce.

**COMMUNITY ENGAGEMENT | PARTNERSHIPS**
Foster partnerships with alumni, high schools, community colleges & industry stakeholders.

**TRANSFORMATION | INNOVATION**
“Value tradition while embracing innovation.” Areas include technology, processes & infrastructure.

**SUSTAINABILITY | RESILIENCY**
Create a solid foundation that enables the University to sustain itself in turbulent times.
SWOT-C REVIEW
10 MINUTES

• Form small groups of 4 to 6
• Take a few minutes to review themes and responses.
• Do the responses adequately represent conditions at ASU?
• Are the themes adequately labeled?
• What are the most surprising responses?
STRATEGIC ISSUES

A strategic issue can be defined as a fundamental question or challenge affecting the institution’s:

- Vision, mission, and core values
- Resources, programs, processes, outcomes
- Financing, organizational structure, or management
- Service levels and mix

Strategic issues can also be defined as questions an institution must confront in order to succeed.
STRATEGIC ISSUES

Identifying strategic issues is the crux of the strategic planning process.

There are several benefits derived from this critical step in the planning process:

1. Attention is focused on issues that are strategically important and away from the day-to-day operational matters.
2. Attention is focused on issues, not answers. Often, institutions are more concerned with developing solutions to problems without any clarity about what the problems/issues are.
3. The “solutions” part of the process (strategic goals) is the next step in the process.
4. Strategic issues identification should provide useful clues about how to resolve the issues identified.
Two Questions in Developing Strategic Issues

1) What is the issue? Phrase the issue as a question/challenge that ASU can do something about and that has more than one solution.

2) Discuss the confluence of factors (mission, vision, values, resources, SWOT-C analysis) that makes the issue strategic.
Strategic issues are those issues that must be resolved if the College is to achieve its mission.

**Strategic Issue One**
What curricular and new program priorities will best position the College to capitalize on changes in occupational demand and community demographics while ensuring sufficient revenue or enrollment to support the enterprise?

- **SWOT-C Themes**
  - Programs / Occupational Demand, Growth / Revival / Demographic Changes, Competition, Students, CTE and Workforce Programs

**Strategic Issue Two**
There are many issues that stand in the way of MVC students’ successfully completing their academic goals. How do we build pathways that remove barriers to college and create connections that raise personal aspirations of students and enable them to complete their certificates and degrees?

- **SWOT-C Themes**
  - Completion, College Readiness, High Schools / College Readiness, Dual Credit, Students, Learning Outcomes
✓ Be as specific as possible about your statements
✓ Try to keep statements concise
✓ Strategic issues should not focus on individuals or a group of individuals
✓ Do not try to overanalyze or overthink the strategic issues
✓ All points of view and opinions are recognized
STRATEGIC ISSUES EXERCISE – 45 MINUTES

• In small groups:
  • Based on the information from SWOT-C analysis and your experience working at ASU:
    • Develop a list of 4-5 Strategic Issues with others in your group. **Use handout to record responses.**
    • Use the SWOT-C responses to confirm or build upon your strategic issues.
    • CHECK! Is the issue truly STRATEGIC?
    • List on the handout the SWOT-C themes that makes the issue strategic.
Designate a spokesperson.

When selected, describe your top Strategic Issue, as developed by your group.

Describe what SWOT-C themes
A mission statement states HOW you will get where you want to be. It defines PURPOSE of existence.

A vision statement outlines WHERE you want to be.

Answers the question: “Where do we see our institution going in the future?”

A vision statement is usually 5 to 7 years in the future.

Used to build consensus among college employees and shapes understanding of why they are working at the College.

A mission communicates about the present leading to the future.

The prime function of the mission statement is internal and defines key components of the institution’s success.

Answers the question: “What do we do well and what makes us different?”

A vision statement is usually 5 to 7 years in the future.

Used to build consensus among college employees and shapes understanding of why they are working at the College.
ASU’S CURRENT VISION STATEMENT

Alcorn State University will become a premier comprehensive land-grant university that develops diverse students into globally-competitive leaders and applies scientific research, through collaborative partnerships, which benefit the surrounding communities, states, nation and world.

Three Critical Questions:

• Above all else, does the statement offer a vision of what the institution aspires to be in the future?

• Does it help people understand where the university is heading and how they can contribute to achieving the future?

• It is a concise statement (a few sentences) that focuses on the most important components of ASU’s significance or meaning?
DRAFT VISION STATEMENT REVISION

Existing Vision
Alcorn State University will become a premier comprehensive land-grant university that develops diverse students into globally-competitive leaders and applies scientific research, through collaborative partnerships, which benefit the surrounding communities, states, nation and world.

Draft Vision Statement
Alcorn State University will reach preeminence through intentional, transformative, and collaborative partnerships and innovative practices that benefit our community and prepare diverse students to learn, live, and lead in a globally competitive world.

• Preeminence: Status or distinction for anything considered to be best in class or exceptional at something.
• Intentional: Deliberate, calculated, planned. Clarity in what’s important and what you want to achieve.
• Transformative: Ability to make or cause important and lasting change
• Collaborative: People successfully working together on a goal or shared project.
MISSION STATEMENT
A mission statement states HOW you will get where you want to be. It defines PURPOSE of existence.

Answers the question: “What do we do well and what makes us different?”

A mission communicates about the present leading to the future.

The prime function of the mission statement is internal and defines key components of the institution’s success.

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Vision Vs. Mission
SECTION 2: Mission

2.1 The institution has a clearly defined, comprehensive, and published mission specific to the institution and appropriate for higher education. The mission addresses teaching and learning and, where applicable, research and public service. (Institutional mission) [CR]

1) What constitutes the published “mission” of the institution? Is it a single statement or a broader collection of statements?

2) Where is the statement published? Is the language of the mission consistent across publications?

3) How is the mission statement appropriate to an institution of higher education?

4) How does the mission address teaching and learning and, if appropriate, research and/or public service?

5) How does the mission statement describe the distinctiveness of the institution and its values?

6) How does the mission statement reflect the educational programs and levels of degrees offered by the institution?
MISSION STATEMENT ESSENTIALS

Four essential questions a mission statement must answer:

- What do we do?
- How do we do it?
- Whom do we do it for?
- What value are we bringing?

The best mission statements are plain speech with no technical jargon or adornments.
Draft Mission Statement Revision

Draft Statement:
Alcorn State University is a public, historically Black, comprehensive land-grant institution of higher education that provides access and opportunity for diverse students to overcome barriers, excel intellectually, and build character so they can become productive leaders who can participate fully and make meaningful contributions to our global society. The University accomplishes its mission by integrating the highest standards of academic excellence and innovation in teaching within its associate, baccalaureate, graduate, and professional degree and workforce programs, by engaging in scholarly research and discovery that advances knowledge, and by providing public service and outreach that generates real-world solutions to address the challenges and economic needs of the southwest Mississippi River region, State of Mississippi and the nation.

Existing Statement:
Alcorn State University a Historically Black College and University, is a comprehensive land-grant institution that celebrates a rich heritage with a diverse student and faculty population. The University emphasizes intellectual development and lifelong learning through the integration of diverse pedagogies, applied and basic research, cultural and professional programs, public service and outreach, while providing access to globally competitive academic and research programs. Alcorn strives to prepare graduates to be well-rounded future leaders of high character who will be competitive in the global marketplace of the 21st century.
Alcorn State University is a public historically Black, comprehensive land-grant institution of higher education that provides access and opportunity for diverse students to overcome barriers, excel intellectually, and build character so they can become productive leaders who participate fully and make meaningful contributions to society. The University accomplishes its mission by integrating the highest standards of academic excellence and innovation in teaching within its associate, baccalaureate, graduate, and professional degree and workforce programs, engaging in scholarly research and discovery that advances knowledge, and providing public service and outreach that generates real-world solutions to address the challenges and economic needs of the southwest Mississippi River region, State of Mississippi and the nation.

1) How is the mission statement appropriate to an institution of higher education?

2) How does the mission address teaching and learning and, if appropriate, research and/or public service?

3) How does the mission statement describe the distinctiveness of the institution and its values?

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CORE VALUES DISCUSSION
Purpose of Core Values

• They form the foundation for the institution and originate from what you believe as an institution.

• Act as roots for the university and an internal compass for decision making.

• They describe how you communicate with one another and what factors are ‘non-negotiable’ deal breakers.

• They act as guiding principles

• They should determine your hiring decisions, strategic decisions and just about every critical decision that needs to be made.
ASU | CORE VALUES

Student-Centered
Our students are our greatest assets. We value every student. We encourage leadership development by mentoring our students and enabling them to participate in our decision-making processes.

Academic Excellence
We uphold the highest, rigorous academic standards. We expect excellent scholarship, preparation, and performance from every student, faculty and staff member.

Shared Governance
The University provides an open and honest environment. Communications are thorough, truthful, and present all of the facts. We value transparency in decision-making and communications. We encourage every stakeholder to be aware of our opportunities, challenges, and resources. Policies are merit-based, fair, and broadly communicated.

Professionalism
Everyone accepts full responsibility for personal performance and actions, maintains high moral standards, and complies with effective performance appraisal processes. We expect honesty, objectivity, and fairness in all transactions among our stakeholders. We pride ourselves on our strong commitment to a rigorous work ethic.

Diversity
We value the global nature of our society. Everyone is respected. We promote diversity of thought and encourage the acceptance of cultural diversity. We believe that diversity stimulates a dynamic intellectual environment, creativity, and innovation. We believe that everyone has something to offer.
Outreach, Engagement, & Community Service

We are committed to improving communities, locally and globally. We encourage students, faculty, and staff to apply their knowledge to build stronger, healthier, economically viable communities.

Institutional Pride

We treasure our legacy, our commitment to excellence, our development of leaders, and our service to others. These attributes imbue us with great pride in Alcorn State University. We respect the assets and resources of our University and use them prudently. We provide our students, faculty, and staff with the necessary infrastructure and technology to succeed while maintaining a safe, secure, and nurturing environment.

Ask Yourself Three Questions:

1. Do these values have a chance of becoming deeply ingrained, directing the institution’s actions, and serving as cultural cornerstones?

2. Are they a source of your institution’s distinctiveness – your brand identity?

3. Will you be able to reach broad-based consensus of these core values among a diverse group of people?
CORE VALUES:

Alcorn State University
Core Values
Open Forum Number Two

Survey Introduction

Core values form the foundation of an institution and originate from what you believe as an institution. Core values should represent who you are at your best as an university. That means they shouldn't be purely aspirational but should genuinely describe what your organization is like on its best day. As a part of the development of a new strategic plan, we are gathering input on the current core values and the possible inclusion of new core values.

Please rate each of the following existing core values based upon how you perceive they align with the vision and mission of Alcorn State University by circling the appropriate number:

Not Aligned | Very Aligned
--- | ---
Student-centered | 1 2 3 4 5
Academic Excellence | 1 2 3 4 5
Shared Governance | 1 2 3 4 5
Professionalism | 1 2 3 4 5
Diversity | 1 2 3 4 5
Outreach, Engagement & Community Service | 1 2 3 4 5
Institutional Pride | 1 2 3 4 5

The following core values have been suggested as possible alternatives for Alcorn State University to consider for new or additional core values. Please rate your perception of the alignment of each of the following core values with the vision and mission of Alcorn State University:

Not Aligned | Very Aligned
--- | ---
Innovation | 1 2 3 4 5
Integrity | 1 2 3 4 5
Compassion | 1 2 3 4 5
Community | 1 2 3 4 5
Passion | 1 2 3 4 5
Trust | 1 2 3 4 5
Diversity/Equity/Inclusion | 1 2 3 4 5
Globalization | 1 2 3 4 5
Social Engagement | 1 2 3 4 5
Service | 1 2 3 4 5
Customer Service | 1 2 3 4 5

Please take a few minutes to review the additional core values listed below. Place a check mark by the ones that you think are closely aligned with the values of ASU and should be considered for inclusion as a part of the development of the new strategic plan:

- Accountability
- Achievement
- Social Responsibility
- Equity
- Learning-Centered
- Creativity
- Experimentation
- Transformation
- Collaboration
- Partnerships
- Global Perspective
- Responsibility/Stewardship
- Civic Engagement
- Dialogue/Communication
- Ethical
- Inquiry
- Transparency
- Academic Excellence
- Empathy
- Student Engagement
- Opportunity
- Transformational
- Civic Awareness
- Institutional Wellness
- Positive Environment
- Shared Decision Making
- Intentionality
- Compassion
- Voice of the Community
- Lifelong Learning
- Engagement
- Fairness
- Honor Commitment

Thank You for Your Feedback!

Continued on Back
NEXT STEPS
Next Steps

1) Virtual meeting will be set-up for March 9th.
   - Review draft strategic goals based on input from all meetings & forums on strategic issues.
   - Review new versions of Vision | Mission | Core Values

2) Complete open forum activities online at www.alcorn.edu/academics/strategic-plan

3) March 16-17 onsite review of final strategic goals | Vision | Mission | Core Values.

www.alcorn.edu/academics/strategic-plan
TIMELINE

December 2020
• Project Initiation Meetings
• Internal Assessment
• External Assessment

January 2021
• Internal/External Assessment
• Gap Analysis
• Campus Site Visit: SWOT-C

February 2021
• Visioning: Trends and Best Practices
• Vision & Mission Statements & Core Values
• Campus Site Visit: Crafting Strategic Issues

March 2021
• Putting it all together
• Campus Site Visit: Review draft Strategic Goals, vision & mission statements & core values
• Key Performance Indicators

April 2021
• Review & Comment Period
• Completed Strategic Plan