

GLENVILLE STATE UNIVERSITY™

GREAT THINGS ARE HAPPENING AT GSU



2026 STRATEGIC PLAN

Great Things Are Happening at GSU

Glenville State University 2026-2031 Strategic Plan:

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June 24, 2026

Dear Members of the Glenville State Community,

I'm pleased to present to you the 202631 GSU Strategic Plan: Great Things Are Happening at GSU! This plan builds on the successes of our 20212026 strategic plan to lay the groundwork for the next phase at GSU.

The plan reflects the contributions of faculty, staff, students, administrators, alums, and board members, and it also reflects my vision for the university. Over the past two academic years, my team and I have worked from the ground up to understand what is important to members of the GSU community.

Two years ago, we began with individual academic departments, with faculty members identifying where and how their areas needed and wanted to grow. Those plans were shared across departments in discussions with department chairs and deans, and ideas originated in faculty meetings flowed up into the overall Academic Affairs strategic plan you see later in this document.

At the same time, VPs and leaders of other areas were meeting with their teams, identifying key goals and metrics that would best enable their areas to advance the university. Once those unit plans were drafted, the common themes, goals, and ideas were circulated to the entire university community.

Last fall, the university community—students, staff, faculty, administrators, and board members—were formally surveyed. They resoundingly reaffirmed the GSU mission:

Glenville State University prepares and inspires students to be thoughtful, productive, engaged, and responsible citizens who contribute to the wellbeing of their community, state, nation, and world.

and strongly endorsed the goals distilled from each area within the university. In a large meeting of all faculty, staff, and administrators at the beginning of 2026, we further solicited ideas about what the university's vision for the next five years should be. I and my cabinet reviewed those written responses, and the plan you see on the following pages is the result of this work.

I'm proud of what we are doing at Glenville State University, and I believe that this plan presents and organizes that work in a helpful way. The university plan and each component plan combine our aspirational goals and lays out the projects and initiatives we have planned to reach those goals. Even more importantly, this plan specifically delineates our timelines and how we will know we have succeeded in reaching our goals. I firmly believe that GSU is a place where wonderful people have done, are doing, and will do wonderful things: Great Things Are Happening at GSU!

Go Pioneers!

Dr. Mark A. Manchin, President

Glenville State University

2026-2031 Strategic Plan:

GOALS

Academic Growth

- Provide relevant academic programs
- Improve graduation rates
- Improve student retention

Engaged Vitality

- Increase enrollment
- Elevate GSU's public profile
- Increase constituent engagement
- Increase philanthropic support to the university

Operational Excellence

- Improve university facilities
- Improve clarity, transparency, and ease of use of university processes
- Optimize data security
- Improve university website
- Increase retention of faculty and staff Maximize university facility use

Athletic Strength

- Improve performance in MEC Commissioner's Cup
- Increased academic performance across teams
- Increased net revenue through roster management

INITIATIVES & PROJECTS

Academic Growth

- Launch MA in Clinical Psychology (Psychology faculty) Launch twoyear RN degree (Nursing Director, Health Sciences Dean, Provost)
- Update program review process to increase feedback and usability of results by spring 2029 (Department Chairs, Deans, Assessment Committee, Provost)
- Create support and communication webs with advisors, instructors, Pioneer Support Center, and coaches (VP)
- Enrollment & Student Affairs, Provost, Athletic Director, Dean of Student Success & Retention)

Engaged Vitality

- Employ admissions tracking software (Admissions Director)
- Strategically deploy admissions counselors (Admissions Director)
- Engage chairs and faculty in recruitment (Admissions, Deans, Chairs)
- Promote great things (PR & Marketing, VPs)
- Strengthen GSUGlenville connections (President, VPs) Maximize opportunities for alumni engagement (Alumni Director)
- Identify additional donors (VP of Advancement)

Operational Excellence

- Complete deferred maintenance projects (ED Operations)
- Complete Morris Family Health and Fitness Center (ED Operations)
- Fully implement purchasing software (Business & Finance)
- Audit processes for pain points and identify solutions (VPs)
- Implement and enforce required cybersecurity training (IT) Achieve compliance with data security best practices (IT)
- Complete website update (IT, unit heads)
- Address salary compression and inversion (CFO, Wage Task Force)
- Provide opportunities for faculty and staff development (Provost, Staff Council)
- Develop processes and fee structure for facility use (CFO, ED Operations)
- Create coordinated central calendar (VPs)

Athletic Strength

- Support performance through upgraded football and track facilities as well as strength and conditioning evaluations (ED Operations, AD)
- Set performance goals for individual teams and coaches (Athletic Director)
- Continue 4.0 ceremony and recognition (AD, Provost)
- Fully implement Academic Game Plan (Coaches, Academic Liaison, PSC)
- Set roster goals for individual teams and coaches (Athletic Director)
- Effectively manage scholarships (Athletic Director, Coaches, VP Advancement)

MISSION

Glenville State University prepares and inspires students to be thoughtful, productive, engaged, and responsible citizens who contribute to the wellbeing of their community, state, nation, and world.

VISION

Glenville State University will be known as a place where great things are happening in academics, engagement, operations, and athletics. Short version: Great things are happening at Glenville State University— academically, athletically, and operationally.

TASK TIMELINES AND SUCCESS FACTORS

Academic Growth

- Admit 10 students to MA in Clinical Psychology in first cohort by fall 2027
- Admit 20 students to prenursing by fall 2028 and 12 to nursing by spring 2029
- Meaningful program changes/reaffirmations on annual and fiveyear reviews
- 5% increase in referrals to PSC by spring 2027
- Team GPA increase of .05 for teams with GPAs below 2.75 and of .01 for teams with GPAs between 2.75 and 3.0
- 38% six year graduation rate by spring 2031
- 70% fall to fall retention rate by fall 2028

Engaged Vitality

- 8+ Chairs/Deans and 100% Admissions use software by spring 2027
- 2 new markets identified and 2 unproductive markets dropped by spring 2027
- 100% departmental representation at 80% of oncampus recruiting events
- 4 new departmental ad campaigns by spring 2028; 8 by spring 2031
- Engage five new community members in GSU advisory committees by 2030
- Increase in attendance at alumni events of 5% per year Increase in number of alumni donors of 2% per year
- Ten new donors annually

Operational Excellence

- Current construction projects completed and debris removed by spring 2028
- Classes held in Morris facility by fall 2027
- 80% compliance with purchasing process by spring 2027; 95% by spring 2028
- At least 2 processes identified for improvement by spring 2028, 4 by 2029
- At least 1 process significantly improved by fall 2028, 2 by fall 2029
- 90% employee and 80% student completion of training by spring 2028
- Data security protocols developed by fall 2026 and implemented spring 2027
- Increase in length of website visit time of 10% by spring 2030 Annual salary adjustments to include databased adjustments each spring
- 3% increase in development funds utilization annually through 2031
- Increase in rental income of 3% annually by spring 2029 Reduction in competing events to near zero by spring 2029

Athletic Strength

- 100% of teams undergoing evaluation by Exercise Science by spring 2031
- 5% increase in average attendance at football games and track events by 2027
- Improved performance in MEC Commissioner's Cup each year 100 honorees by fall 2026, and 2% increase annually
- 10% increase in use of PSC by athletes and 5% reduction in attrition by 2031
- 95% attainment of roster goals by 2028
- Net revenue increase of 2% annually

Academic Affairs Strategic Plan

MISSION

Academic Affairs exists to equip students to meet their educational goals and to support faculty in delivering quality instruction in alignment with workforce needs, industry standards, and state expectations.

GOALS

Excellence in Offerings

- Provide academic programs that maximize student success post-graduation

Student Success

- Improve retention rates
- Improve graduation rates

Faculty Thriving

- Reduce faculty turnover
- Increase faculty morale

Improve Processes

- Provide clarity, transparency, and ease of use for all academic processes

INITIATIVES & PROJECTS

Excellence in Offerings

- Evaluate every degree program for relevance, enrollment, and outcomes in 5-year program review process (Chairs, Provost)
- Develop innovative, stackable, credit-bearing microcredentials that meet student and workforce needs and are badged and transcribed (Chairs, Provost, Registrar/Certification Analyst)

Student Success

- Revise series 28 to increase admissions requirements (VP of Enrollment & Student Affairs, Provost, Academic Policy)
- Strengthen faculty engagement with Pioneer Success Center in early warning and in tutoring centers (PSC, faculty)
- Review and present options for microcredential or degree completion to struggling students (Director of IRE, Provost, Advisors, PSC)
- Identify toxic combinations (Dean of Student Success, Provost)
- Revise plans of study to avoid registration blockages and reduce toxic combinations (Provost, Chairs)
- Award microcredentials along the way (Certification Analyst)

Faculty Thriving

- Recognize faculty excellence by raising salaries and implementing merit-based stipends (Co-CFOs, President, Provost, Chairs)
- Implement exit survey to identify common issues (Provost)
- Reduce faculty overload by addressing course rotations and plans of study, and redirect funds to base salaries (Provost, Co-CFOs, Chairs)

Improve Processes

- Using enrollment data, optimize course rotations and plans of study (Provost, Chairs, Curriculum Committee)
- Audit forms and processes, and communicate to faculty

VISION

Glenville State University will further strengthen academic offerings tailored to central West Virginia needs but with national applicability.

TASK TIMELINE & SUCCESS INDICATORS

Excellence in Offerings

- Changes recommended and made as necessary subsequent to each program review (ongoing, as per review schedule)
- Creation and launch of at least one microcredential per academic unit by spring 2029
- Implementation of badges (as facilitated by HEPC) by spring 2027

Student Success

- New admission criteria implemented by spring 2026
- Increase of 5% in faculty referrals for tutoring in AY 2026-27
- Five struggling or stopped out students awarded some credential by spring 2027, with annual increases of 5 students
- Revision of plans of study and course rotation by spring 2028
- Development of process and award of at least five microcredentials by spring 2028

Faculty Thriving

- Merit-based raise process created and communicated no later than fall 2026
- Exit survey developed and launched by spring 2027
- Reduction of faculty overload (without corresponding rise in adjunct use) by 10% by AY 2027-28
- Revision of plans of study and course rotation by spring 2027

Improve Processes

- Revision of plans of study and course rotation by spring 2027
- All forms reviewed and amended by fall 2027

Advancement Strategic Plan

GOALS

- Increase awareness of and advocacy for the University resulting in broad recognition of GSU's teaching, learning, and service excellence
- Broaden and deepen constituent engagement with the University, developing meaningful relationships with GSU's alumni, friends, and students
- Expand philanthropic support to the University
- Enhance the campus philanthropic culture and continue to build a top-performing Advancement organization with an integrated infrastructure and a highly collaborative focus

INITIATIVES AND PROJECTS

- Compile a list of department needs/wants (Department Chairs, Fundraising Director)
- Release a Day of Giving "ask" email to each Department's. Alumni (Fundraising Director)
- Utilize Alumni Council and outreach to alumni (Director of Alumni Relations)
- Solicit alumni to nominate self-nominations for alumni spotlights/awards (Director of Alumni Relations)
- Monthly email newsletter and annual Pioneer Progress magazine (Alumni Director, PR)
- Connect with alumni and friends through phone calls, email, Online Express, and campus and alumni events (Director of Alumni Relations, VP of Advancement, Fundraising Director, Annual Fund Coordinator)
- GSU Day at Capitol and GSU Legislative Reception (VP of Advancement, President)
- Continual networking through phone calls, emails, and meetings (VP of Advancement, President, Director of Marketing and University Relations)
- Collaborate with surrounding counties and agencies to help secure funding for campus/community projects (VP of Advancement, President)
- Implement Pioneer Network and Student Ambassador Program (VP of Advancement, Director of Marketing and University Relations)
- Implement Peer to Peer Fundraising (VP of Advancement, Fundraising Director, Annual Fund Coordinator)
- Provide training to athletic/academic departments to be champions and fundraisers (Fundraising Director)
- Incentives and thank you throughout Giving Day to recognize donors (VP of Advancement, Fundraising Director, Annual Fund Coordinator)
- Incorporate challenges and matches (VP of Advancement, Fundraising Director, Annual Fund Coordinator)
- Provide on-boarding for new Foundation hires and GSU Board members (Advancement Team)
- Update by-laws, policies, and procedures (Advancement Team)
- Strategic fundraising throughout the year (Advancement Team)
- Semiannual investment committee meetings (Foundation Investment Committee)
- Review monthly reports (Foundation Investment Committee)
- Compare our investment return with market (Foundation Investment Committee)
- Educate staff/faculty on branding (Director of Marketing and University Relations, VP of Advancement)
- Design social media plan (Director of Marketing and University Relations)
- Monthly analytic review (Director of Marketing and University Relations)
- Develop Event Calendar (Assistant Athletic Director, Athletic Director, Coaches)
- Recurring Gift emphasis for younger alumni (Advancement Team)
- Individual phone calls, emails, and outreach for PAC (Assistant Athletic Director, Athletic Director, Coaches)
- Fall and Spring Mailings, with segmented communication to young donors (Annual Fund Coordinator)
- Fundraising Director)
- Hold one Fundraising Event and compile a VIP call/follow-up list (Annual Fund Coordinator, Fundraising Director)
- Solicit grants and corporations (Annual Fund Coordinator, Fundraising Director, VP of Advancement)
- Outreach and thanks to potential President's Circle Donors (VP of Advancement, Annual Fund Coordinator, Fundraising Director)
- Staff Professional Training (Advancement Team)
- Seek out and apply for scholarship grants from other foundations (Fundraising Director, Scholarship Coordinator)
- Recognize and thank donors with an acknowledgement and/or gift receipt (Fundraising Director, Scholarship Coordinator, Director of Alumni Relations)
- Membership Drive Letter for Women's Leadership Circle
- Vibrant Women's Leadership Circle event schedule

2026-2031

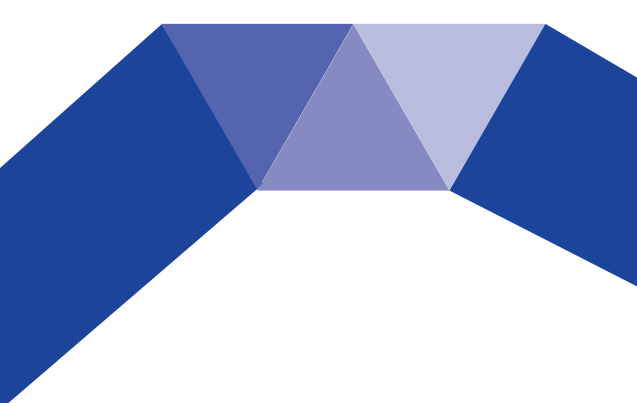
MISSION

The Glenville State University Foundation is singly focused on the raising of funds from non-state sources to assist Glenville State University in reaching its mission.

VISION

Advancement will continue to tell the stories of our campus community and alumni – illustrating why Glenville State University is a great place to learn, work, grow, and thrive – while supporting students, faculty, staff, and the institution through scholarships, grants, awards, and endowments.

TASK TIMELINE & SUCCESS INDICATORS

- 
- Collaborate with Academic Departments to raise minimum of \$1,000 for each department annually
 - Serve on local Economic Development Board
 - Serve on Region 7 Planning and Development Council
 - Fundraising calendar created annually
 - Onboarding packet containing GSU Foundation overview and information created by fall 2028
 - By-laws updated by fall 2028, policies and procedures by fall 2029
 - Investment portfolio returns equal to or greater than market annually
 - Daily Social Media Posts with increasing engagement across all key platforms as measured monthly
 - \$30k+ per Sport in PAC funds by spring 2031
 - Increase PAC Membership by 5% by fall 2030
 - Increase PAC Sponsorship by 5% by fall 2030
 - \$100,000 raised for Pioneer Fund
 - Increase in planned giving of 5% by fall 2031
 - 3% increase in number of President's Circle donors by spring 2029
 - All staff will complete annual required training through Vector LMS
 - Staff will complete 6 Blackbaud Training/Webinars a year.
 - 3 Advancement Team members will attend at least 1 professional development conference a year
 - Number of new scholarships increased by at least one per year
 - Amount of scholarship money available to students increased by 2% per year
 - Number of scholarships that will offset tuition discounts increased by at least 1% per year
 - Automated "Thank You" for online donations implemented by fall 2026
 - All gifts recognized in the Annual Pioneer Progress
 - Increase the number of WLC members by 5% by fall 2030
 - Host at least four Events a year
 - Raise over \$10,000 for WLC scholarships

Athletics Strategic Plan

MISSION

The objective of the Athletic Department is to reflect and support the mission of Glenville State University through intercollegiate athletics. Glenville State University Athletics is committed to operating a program which meets the recognized standards of excellence set forth by NCAA Division II and is dedicated to the recruitment of academically able and socially responsible student athletes.

GOALS

Increase Net Revenue, Recruitment, and Retention

- To ensure sustainability and improved resources for Athletics and the university, net revenue will be increased
- Recruit student athletes sufficient for program depth and financial sustainability

Academic Success

- Prioritize academic as well as athletic performance

Alumni Outreach

- Engage alumni for lasting connections with Athletics

Facility Management

- To provide top flight facilities for athletic events, practice, and training

Staffing

- To ensure dynamic, qualified, proactive, and successful head coaches and assistants across all programs

INITIATIVES & PROJECTS

Increase Net Revenue

- Set roster and retention goals for each sport (AD, coaches)
- Train coaches in budget management (business ops staff)
- Establish new sponsorships/partnerships (foundation, athletics)
- Creative marketing (e.g., social media, youth sports outreach) to increase attendance

Academic Success

- Increase engagement of Academic Oversight Coordinator with student athletes, faculty, PSC and SSS
- Target WV Promise Scholars in recruitment (admissions, coaches)
- Encourage faculty-coach contact for students in academic distress (faculty, coaches)
- Continue 4.0 ceremony (AD, academic affairs)

Alumni Outreach

- Update Alumni database (alumni affairs, alumni association)
- Produce MBB and football history publications (coaches, AD, librarian)
- Leverage homecoming events for honoring alums (e.g., championship teams, homecoming queens, Pioneer mascot, coaches)

Facility Management

- Construction of Ike & Sue Morris Stadium & Morris Family Health and Fitness Complex (facilities)
- Stay abreast of necessary maintenance items (athletics, facilities)

Staffing

- Continue use of clear and transparent coach evaluation process, including attention to academic performance, athletic performance, and enrollment management (AD)
- Weekly (in-season) and bi-weekly (out-of-season) coaches meetings (coaches, AD)
- Onboarding for new coaches (AD, business operations staff)

VISION

To be recognized as a leader in the Mountain East Conference in both athletics and academics.

TASK TIMELINES & SUCCESS INDICATORS

Increase Net Revenue

- Each team meeting roster goals by FY 2027
- Recruit at least 500 student athletes by fall 2027
- Retain 85%+ of student athletes fall to spring by spring 2028
- Fully fund 100 scholarships through student tuition by fall 2027
- All teams within budget by end of FY 2027
- All programs will have raised \$24,000 in support by FY 2027

Academic Success

- 5% or fewer student athletes with multiple insufficient grades at 4-week or midterm; each receiving formal improvement plans
- Increase of 5% annually in Promise Scholars on rosters
- Increase of 5% each semester in contacts
- Increase of 2% each AY in 4.0 recipients

Alumni Outreach

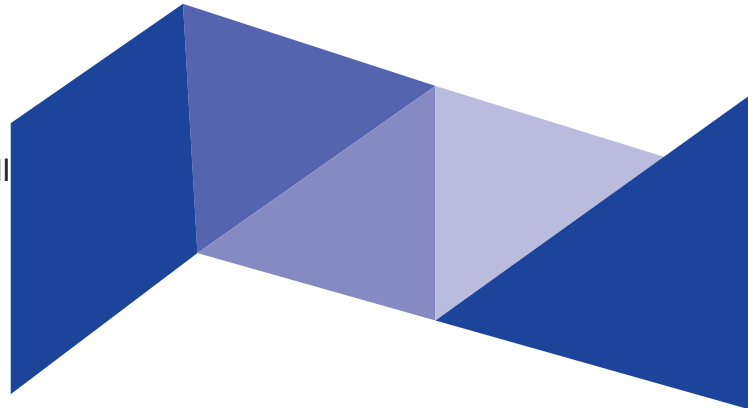
- Increase alumni attendance/engagement by 10% by AY 2027-2028
- At least two program databases updated each academic year
- Two history publications produced each year
- At least five alumni events per AY by AY 2027-28

Facility Management

- Completion of Morris Complex by spring 2027
- Replacement of worn or damaged equipment as needed

Staffing

- Increase departmental GPA to 3.2 by AY 2027-28
- Maintain or improve Commissioner Cup standing annually
- Each coach maintaining 80%+ retention



Business and Finance Strategic Plan

MISSION

The Business and Finance Division ensures students, faculty, and staff have the necessary fiscal and operational resources to foster growth and to lead future generations. It is the Division's mission to be transparent and to be a responsible steward of the University's fiscal resources.

GOALS

Increase Faculty and Staff Professional Development

- Make professional development opportunities accessible to faculty and staff

Improve Instructional Facilities

- Enhance a welcoming and functional educational environment

Increase Enrollment in a Predictable and Sustainable Fashion

- Place GSU education within reach for all interested and qualified students

Improve Business Processes

- Improve transparency, clarity, and response time for all business procedures

Develop and Maintain a Master Capital Operating Plan

- Provide adequate funding for a robust master capital operating plan

Increase Community Connections

- Expand service learning, job shadowing, and internship opportunities
- Make the campus more inviting and accessible
- Capitalize on existing campus facilities and activities

INITIATIVES & PROJECTS

Increase Faculty and Staff Professional Development

- Increase staff professional development budget (Staff Council, Co-CFO)
- Provide certificates/other recognition for professional development (HR, Business & Finance Team)

Improve Instructional Facilities

- Complete deferred maintenance projects (Operations, Co-CFO)

Increase Enrollment in a Predictable and Sustainable Fashion

- Develop new scholarship programs (Scholarship Task Force)

Improve Business Processes

- Implement new purchasing software (Co-CFO, Administrative Assistant)
- Implement reporting software to eliminate hand reconciliations by linking to Banner and Oasis (Co-CFOs)

Develop and Maintain a Master Capital Operating Plan

- Develop a strategy to fund a Master Capital Operating Plan (Co-CFO, VP of Advancement, ED of Operations)

Increase Community Connections

- Fund community outreach opportunities (Workforce Development, Co-CFOs, Admissions, Director of Alumni Relations)
- Publicize university happenings (University Relations and Marketing)
- Develop/revise a fee schedule and guidelines for use of university facilities (Co-CFO, ED Operations, Chair of Fine Arts, Athletic Director)

VISION

The Business and Finance Division strives to enhance its operations, becoming the most operationally and fiscally efficient four-year institution in the State of West Virginia.

TASK TIMELINES & SUCCESS INDICATORS

Increase Faculty and Staff Professional Development

- Increase of 10% of staff pursuing professional development by 2031
- 50% faculty engaging in professional development by 2031

Enhance Instructional Facilities

- Deferred maintenance projects complete by spring 2028
- Current construction projects complete by spring 2027

Increase Enrollment in a Predictable and Sustainable Fashion

- At least one new scholarship created annually
- Increase of new student enrollment by 3% annually

Improve Business Processes

- Response time shortened to < one week for GSU approvals
- No repeat finding on audit by FY 2028

Develop and Maintain a Master Capital Operating Plan

- Decrease maintenance costs by 5% through the use of timely preventive maintenance

Increase Community Connections

- 5% increase in community member attendance at GSU events by spring 2029
- Reduction in time from posting to hire for GSU staff positions of 5% by spring 2031

Enrollment Management and Student Affairs Strategic Plan

MISSION

The Enrollment Management and Student Affairs Division exists to support students in pursuing and attaining a GSU degree that enables them to be thoughtful, productive, engaged, and responsible citizens who contribute to the well-being of their community, state, nation, and world.

GOALS

Increase Enrollment

- Develop strategies to expand interaction with potential local, out-of-state, and international students
- Develop strategic partnerships to recruit nontraditional students
- Address financial barriers to enrollment

Enhance Marketing

- Utilize web, print, radio, and TV channels to effectively advertise GSU and attract students

Increase Retention

- Implement university and external partnerships to address barriers to student degree completion

INITIATIVES AND PROJECTS

Increase Enrollment

- Actively recruit Dual Enrollment/Credit students (Admissions, Off-Campus Programs)
- Increase programming/individual visits (Admissions)
- Establish agreements/partnerships with other universities (Academic Affairs, Admissions)
- Develop scholarships, including those targeting other states (VPs of Enrollment Management and Advancement)
- Create partnerships with area companies who have tuition remission policies (VP of Enrollment Management)
- Collaborate with Workforce Development efforts and develop programs for unemployed/displaced workers (Manager of Workforce Development, Admissions)
- Identify/re-recruit students who did not/are not planning to return (Dean, Student Retention; VP of Enrollment Management)
- Expand Hidden Promise (Hidden Promise Coordinator, Advancement, VP of Enrollment Management)
- Renew Student Support Services grant (Director of SSS)
- Streamline financial waiver processes (VP of Enrollment Management; Co-CFOs, VP of Advancement)

Enhance Marketing

- Restructure web site and webpages to be more attractive and user friendly (Marketing and University Relations, VPs, Directors)
- Develop marketing materials targeted to nontraditional adult learners (Marketing and University Relations, Admissions)
- Geofence and target prospective students and provide targeted materials (Marketing and University Relations, Admissions)
- Improve branding/social media (PR, unit heads)
- Communicate events/updates to/from alums (Director of Alumni Relations)
- Implement EAB and Niche to increase International and Graduate Admissions (Admissions)

Increase Retention

- Restructure new student orientation, including Welcome Week and GSU 100 (Student Life, Pioneer Support Center, Academic Affairs)
- Create individualized plans to assist students on academic/financial aid probation or suspension (Pioneer Support Center, Financial Aid, Faculty Advisors)

VISION

Provide students with the most efficient and professional services possible by continually improving our knowledge, skills, and abilities.

TASK TIMELINE & SUCCESS INDICATORS

Increase enrollment

- Increase conversion rate of DE/DC students by 5%
- Increase all new student enrollment by 3% annually
- Increase out-of-state enrollment by 5% annually
- Increase nontraditional student enrollment by 3% annually
- Timely and effective submission of Student Support Services grant by 2026

Enhance marketing

- Increase international student enrollment to 100 by fall 2028
- Increase enrollment of veterans to 100 by fall 2028
- Increase enrollment of graduate students to 100 by fall 2029

Increase retention

- Improve overall retention rate of all students to 70% by fall 2029
- Improve retention of first-time, full-time degree-seeking students to 70% by fall 2030
- Improve retention of first-time, part-time degree-seeking students to 60% by fall 2027
- Improve retention of first-time, low-income degree-seeking students by 5% by fall 2030
- Improve retention of transfer degree-seeking students to 75% by fall 2029
- Improve retention of nontraditional degree-seeking students by 5% by fall 2030
- Improve fall-to-spring retention of all students to 85% by spring 2028



University Operations Strategic Plan

MISSION

The Administration and Operations Division exists to support the overall mission of Glenville State University by providing a safe, healthy, comfortable, accessible, and appropriately equipped environment in which to live, learn, and/or visit for all students, staff, faculty, and guest to the

GOALS

Support recruitment/retention through physical spaces

- Provide comfortable faculty and staff transitional housing
- Provide comfortable student housing options
- Assure appropriate class and research space
- Improve technology resources

Enhance university health and safety

- Ensure safe housing spaces
- Upgrade building and campus security
- Support a healthy campus and community
- Provide safe study spaces

Enhance multi-functionality of campus facilities

- Increase community use of campus without impinging on university activities
- Enhance recreational facilities

INITIATIVES & PROJECTS

Support recruitment/retention through physical spaces

- Explore purchase or private partnerships of additional faculty and staff housing (Operations ED, Housing Corp)
- Implement a repair/preventive maintenance schedule for faculty/staff housing (Operations ED)
- Implement a repair and preventive maintenance schedule for student housing (Operations ED)
- Plan for graduate student housing within Pickens Hall (Operations ED, VP of Enrollment & Student Affairs)
- Complete and furnish Morris Family Health & Fitness facility (Operations ED, VP of Advancement)
- Implement a repair/preventive maintenance schedule for classrooms and labs (Operations ED)
- Coordinate with IT to complete technology upgrades (Operations ED, Manager of Information Systems)

Enhance university health and safety

- Complete installation and implementation of electronic locks in dorms and classroom buildings (Operations ED)
- Complete installation of cameras in housing areas and university buildings (Operations ED)
- Pursue appropriate certification and licensure for public safety officers (Chief Director of Public Safety)
- Provide up-to-date, nutritious dining options to serve the needs of students, faculty, staff, and visitors (Operations ED, Aramark)
- Provide study spaces with extended hours in distributed locations on campus (Operations ED, Athletic Director, Director of Student Services, Dean of Student Success and Attention, Library Director)
- Increase Title IX investigative and hearing resources (Title IX Coordinator)

Enhance multi-functionality of campus facilities

- Support summer youth camps (ED Operations, Summer Camp Coordinator)
- Support WV Folk Festival and explore other gatherings (ED Operations, WV Folk Festival Board)
- Develop/revise a fee schedule and guidelines for use of university facilities (ED Operations, Co-CFO, Chair of Fine Arts, Athletic Director)
- Maintain and explore expansion of courts, fields, and trails (ED Operations, Chairs of the Departments of Science & Math and of Land Resources)

VISION

In the next five years, Administration and Operations will provide leadership by improving the contours of campus, the university physical and digital infrastructure, and processes.

TASK TIMELINES AND SUCCESS FACTORS

Support recruitment/retention through physical spaces

- Addition of at least one purchased or contracted home by 2031
- Exterior painting of at least two homes per year
- Exterior painting of Pioneer Village complete by 2026
- Renovation of Pickens Hall Scott Wing for graduate housing by 2027
- Classes held in Morris Family Health & Fitness facility by fall 2027
- Schedule created and adhered to that ensures a refresh of 10% of university classroom annually
- All switches replaced by spring 2027
- Smart boards in the Administration Building classrooms relocated by fall 2027

Enhance university health and safety

- Goodwin Hall electronic locks fully implemented by fall 2026 and cameras installed by summer 2027
- Pioneer Village electronic locks fully implemented by spring 2027 and cameras installed by fall 2027
- Electronic locks and cameras installed in Library by fall 2027
- Electronic locks installed in Administration Building, Fine Arts, Science Hall, PE Building, Louis Bennett Hall, and Waco Center by fall 2027
- 24/7 Public Safety coverage by fall 2026
- At least one certified/credentialed Public Safety Officer 24/7 by fall 2028
- 5% increase in faculty and staff use of food services by fall 2027
- 5% Increase of community use of food services by fall 2028
- Access to electronically monitored study spaces in the library by spring 2027, in Waco-area by fall 2027, in AB and SSS by spring 2028
- Two trained Title IX investigators by spring 2027
- Two trained hearing officers by spring 2028

Enhance multi-functionality of campus facilities

- Existing camp contracts renewed annually
- 5% increase in attendance realized annually until capacity is reached
- At least one new camp added by spring 2030
- Revised fee schedule developed by spring 2027
- Agreements signed on revised guidelines by fall 2027
- Addition of and use of at least one new recreational space by spring 2029



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