HARRIS-STOWE
STATE UNIVERSITY

2016-2021
STRATEGIC PLAN

INSPIRING CHANGE THROUGH TRANSFORMATIVE LEADERSHIP
HSSU 2016-2021 Strategic Plan:

1857
Harris Teachers College founded

1890
Stowe Teachers College founded

1938
Junior and Senior divisions of Harris Teachers College and Stowe Teachers College formed

1954
Harris Teachers College and Stowe Teachers College merge to become Harris-Stowe Teachers College

1977
Harris-Stowe Teachers College renamed to Harris-Stowe College

1979
Harris-Stowe College enters state higher-education system

1981
Harris-Stowe State College expands education programs

1987
Harris-Stowe State College receives designation as an HBCU

1993
Harris-Stowe State College adds new education, criminal justice, and business administration programs

2005
Harris-Stowe State College becomes Harris-Stowe State University
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Dr. Lateef Adelani, Dean of the College of Arts and Sciences
ABOUT THE PLANNING PROCESS: 
AN INTRODUCTION

In the summer of 2014, the Harris-Stowe State University Board of Regents selected Dr. Dwaun J. Warmack as the institution’s 19th president. Infusing a spirit of ‘Student First’ thinking and a desire to achieve excellence in all aspects of the University’s activities, President Warmack and the governing board called on representatives across the institution to serve on the 2016-2021 Strategic Planning Committee. Team members were selected to represent the University’s diverse population and to be inclusive of the many voices within our community. President Warmack’s charge to the committee was straightforward: think competitively and embrace innovation.

The following plan is a product of many individuals who have carefully assessed the status of the University and identified opportunities that will advance HSSU to the status of a premiere institution within the nation. While members of the planning committee cataloged close to 100 initiatives for the University to consider, the final plan consolidates the most substantive ideas into goals that focus on academics, recruitment and retention, marketing and branding, and fundraising and friendraising.

To understand what we most hope to accomplish as a university is to state that we will set a new precedence for student success. We will do this by improving degree attainment, raising levels of constituent satisfaction and engagement, offering more learning options, expanding academic support services, developing new scholarship opportunities, and growing our enrollment. Within five years, the University will become recognizable for each of these achievements and reinforce its reputation as a first-choice university for the students we serve.

Much hard work is ahead for Harris-Stowe State University. While the University will preserve what is strong and right with the institution, we will also aggressively seek to remediate challenges we encounter. We will achieve excellence through teamwork and focused, disciplined efforts, and we will be honest and responsive when we perceive we are not achieving our goals in a timely fashion.

As we begin the execution phase of our strategy, there is great enthusiasm within the University. We are a community of individuals who are inspired by change; thus, the story of Harris-Stowe State University has only just begun. Whether you are a student, a prospective student, a graduate, parent, faculty, staff, or friend of the University, we invite you to be a part of Harris-Stowe State University’s new tradition of excellence.
A MESSAGE FROM THE PRESIDENT

DR. DWAUN J. WARMACK

The process of developing a strategic plan often starts with asking basic questions about an institution’s identity and direction: *Who are we and what do we hope to accomplish?* Inevitably, this leads to deeper conversations and profound revelations. In the following pages, we provide Harris-Stowe State University’s answer to who we are and what we hope to accomplish in the next five years. The response comes from the collective voice of our students, faculty, staff, Board of Regents, alumni, and friends. It is the result of thoughtful discussion, debate, and consensus building.

Our journey to create a strategic plan began by examining our mission and reaffirming what it means to us. We have chosen a purposeful vision for our University and adopted core values that ignite our passion to create a better world. Most importantly, we assessed virtually every aspect of our institution in an effort to chart a path to excellence. Excellence, we believe, is most recognizable when our efforts are focused, intentional and sustained. This strategic plan establishes a clear methodology for achieving these objectives.

Harris-Stowe State University is well positioned for dramatic growth and success. Support for the institution is at its highest level in years. Enrollment is increasing. Our region is eager for the programs that we are developing, and now more than ever there is a need for Harris-Stowe State University to produce a new generation of diverse, capable leaders. We gladly take on that responsibility.

This moment marks the beginning of an impressive new chapter in the University’s history. We will be bold in our thinking and notable in our actions. We will inspire change through thoughtful leadership, innovative ideas, and service to our community. We believe that our students, faculty, staff, alumni, parents and friends of the University deserve nothing less than our very best efforts, and we look forward to exceeding their expectations in every way.

Sincerely,
Dr. Dwaun J. Warmack
President of Harris-Stowe State University
HSSU 2016-2021 Strategic Plan:

Harris-Stowe State University provides educational opportunities that reflect excellence in holistic student development. We offer programs designed to nurture intellectual curiosity and build authentic skills that prepare our students for success in a diverse, global society.

MISSION

in essentia*

Harris-Stowe State University shall be recognized as a preeminent institution for academic integration, innovative programs, and student-centered services.

OUR SHARED VISION

* A full-text mission statement may be found on the Harris-Stowe State University’s web site at http://www.hssu.edu/go?mission.
INSTITUTIONAL CORE VALUES:
OUR ‘PRINCIPLES OF PRIDE’

Developing the institution’s core values was a collaborative process in which University stakeholders selected meaningful and relevant statements to guide the institution’s actions, strategy, and relationships. Ratified by the Harris-Stowe State University Board of Regents, the University formally adopted the five core values as part of its 2016-2021 strategic plan.

PERSONAL GROWTH
We believe that it is our responsibility to develop an individual’s intellect as well as an awareness of personal accountability for the decisions one makes and the impact of those decisions on others.

RESPECT
We believe that being respectful of others is what drives successful relationships and that civility is an expectation rightfully held by all campus constituents.

INNOVATION
We encourage individuals to cultivate new ideas and approaches that improve learning and student, faculty, staff, and alumni experiences.

DIVERSITY
We embrace diversity in all forms and champion the rights of individuals to respectfully share their unique perspectives within our University community.

EXCELLENCE
We believe that individuals contribute effectively when they are meeting or exceeding expectations of their community; therefore, we continuously strive to achieve excellence in all University activities.
HARRIS-STOWE STATE UNIVERSITY IS COMMITTED TO CREATING BEST-IN-REGION PROGRAMS AND PARTNERSHIPS FOR SCIENCE, TECHNOLOGY, ENGINEERING AND MATHEMATICS (STEM)

HSSU: Nationally ranked in the production of African-American graduates in mathematics and education
ACIEVING EXCELLENCE IN ACADEMICS

Academic excellence has been at the core of Harris-Stowe State University’s success for over 150 years. Today, the University foresees regional and global needs that will drive even greater demand for qualified graduates across a variety of disciplines. HSSU is committed to developing high-impact, accessible programs to meet those needs. The institution’s strategic framework for academics will focus on new program development, program efficiency, and meaningful investments in people and infrastructure.
ACHIEVING EXCELLENCE IN ACADEMICS

OBJECTIVE 1.1: IDENTIFY AND DEVELOP ACADEMIC PROGRAMS THAT ADDRESS REGIONAL WORKFORCE NEEDS AND DIVERSITY OBJECTIVES

Harris-Stowe State University will analyze current regional demands for skilled graduates and assess how those needs are (or are not) being met by other colleges and universities. The institution will give special consideration to developing competitive programs where minority enrollment at other institutions is low.

PERFORMANCE BENCHMARKS AND METRICS: Career Advisory Board feedback; MDHE data on enrollment in equivalent degree programs at public and private institutions in Missouri; Disaggregated results from employer surveys.

OBJECTIVE 1.2: CREATE EXCHANGE OPPORTUNITIES THAT EXPOSE THE CAMPUS COMMUNITY TO EXPERTISE FROM AROUND THE WORLD

Through collaborative teaching, academic partnerships and visiting professor programs, the University will create access to leading educators, researchers, and practitioners across all academic disciplines.

PERFORMANCE BENCHMARKS AND METRICS: Assessments of partnerships with other institutions; Number of visiting lecturers by department; Number of students completing exchange programs; Student-satisfaction surveys for exchange experiences.

OBJECTIVE 1.3: IMPROVE STUDENT ENGAGEMENT AND LEARNING THROUGH INNOVATIVE TEACHING METHODS

The University will encourage and support pedagogical entrepreneurialism that leads to improved learning outcomes. The institution will incentivize faculty who formalize and publish new practices based on student performance data.

PERFORMANCE BENCHMARKS AND METRICS: Count of publications in peer-reviewed journals; Count of presentations at formal conferences; Student performance in non-conventional course models.

ASPIRATIONAL GOAL

GRADUATION RATES
2014 national average for students completing a 4-year degree program: 59%

HSSU’s targeted 2021 degree-completion rate for professional-level students enrolled in 4-year programs: 70%
ACHIEVING EXCELLENCE IN ACADEMICS

OBJECTIVE 1.4: CONTINUOUSLY UPDATE CAMPUS INFRASTRUCTURE AND SERVICES TO CREATE ENVIRONMENTS THAT PROMOTE AUTHENTIC SKILL BUILDING AND COLLABORATIVE PROBLEM SOLVING

The University will evaluate, plan, and update classrooms and labs to provide students with access to best-in-class equipment and services. The institution will model learning environments after real-world facilities to create career-ready graduates who are able to succeed in technology-rich work environments.

PERFORMANCE BENCHMARKS AND METRICS: Average earned credit hour total upon degree conferral by cohort; Cost of expenditures for physical improvements related to the academic mission; Student and faculty satisfaction surveys related to technology and infrastructure

OBJECTIVE 1.5: INTEGRATE SERVICE LEARNING CURRICULA IN PROGRAM REQUIREMENTS

Encouraging a holistic approach to student development, the University will revise curricula to embed service-learning in academic programs. It is the intention of the institution to instill a spirit of volunteerism and an appreciation of service in its student population through these efforts.

PERFORMANCE BENCHMARKS AND METRICS: Number of service-learning projects completed by students; Percentage of faculty and staff participating in service learning projects; Percentage of courses with stated service-learning outcomes embedded in the curriculum.

OBJECTIVE 1.6: CREATE AGILE DEGREE-COMPLETION PATHS THROUGH PROGRAM (RE)DESIGN

The University will regularly analyze student success rates within degree programs to identify and remedy inefficiencies within program requirements. The University will also commit to maintaining and reviewing an inventory of student learning outcomes (SLOs) for each program to ensure that SLOs remain relevant to the degree field; and are aligned to the overall competency objectives of the program.

PERFORMANCE BENCHMARKS AND METRICS: Average earned credit hour total upon degree conferral by cohort; Reduction in the number of student-learning outcomes through annual reviews and de-duplication; Average time to complete a degree by cohort.
ACHIEVING EXCELLENCE IN ACADEMICS

OBJECTIVE 1.7: CULTIVATE AND SUPPORT INSTITUTIONAL ACTIVITIES THAT FOSTER INTEGRATIVE-LEARNING EXPERIENCES

To build and reinforce authentic skills and dispositions in students, the University’s faculty and staff will use the institution’s Hallmarks of Student Learning and Development as a framework for designing course curricula, organizational programs, and institutional service models. Those hallmarks exemplify and promote effective communication, interpersonal growth, critical thinking, workplace readiness, and an understanding and appreciation for diversity.

PERFORMANCE BENCHMARKS AND METRICS: Number of syllabi updates that include instructional references to the institution’s Hallmarks of Student Learning; Direct and indirect assessments designed to measure cognitive and non-cognitive aspects of the Hallmarks of Student Learning; Number of non-academic programs with stated objectives for evaluating one or more aspects of the Hallmarks of Student Learning.

OBJECTIVE 1.8: INVEST IN EFFECTIVE DIGITAL LITERACY PROGRAMS TO IMPROVE INSTRUCTIONAL OUTCOMES

Harris-Stowe State University will provide access to premiere technology products and support services to ensure instructional staff and students are able to develop and maintain strong digital competencies that accelerate authentic skill building and job placement.

PERFORMANCE BENCHMARKS AND METRICS: Number of internal/external technology training sessions offered by the institution; Training evaluations and participant feedback; Percentage of courses enhanced with instructor-created digital content beyond the learning-management-system.

OBJECTIVE 1.9: EXPAND ACADEMIC SUPPORT SERVICES AND DELIVERY OPTIONS

The University recognizes the importance of well-designed, flexible support services that are able to meet the on-demand needs of 21st-century student populations. HSSU will augment existing support services with online formats for tutorial services, student success coaching, and counseling services.

PERFORMANCE BENCHMARKS AND METRICS: Number and percentage of students served by academic support units; Number and percentage of students served online versus in person; Frequency of students served by hour, day, week.

OBJECTIVE 1.10: DEVELOP A CENTER FOR EXCELLENCE IN TEACHING AND LEARNING

Designed and managed by full-time faculty, the University’s Center for Teaching and Learning will serve as a primary resource for HSSU faculty seeking support for instructional design, technology integration, media development, and pedagogical research.

PERFORMANCE BENCHMARKS AND METRICS: Percentage of faculty using the Center for Excellence in Teaching and Learning; Percentage of courses designed/enhanced using center resources; Percentage of instructors integrating technology into courses beyond LMS templates.
Harris-Stowe State University is committed to serving as an intellectual think tank for the region and will continue as a beacon of opportunity for all students.

President Dwaun J. Warmack, Ed.D.
ACHIEVING EXCELLENCE IN RECRUITMENT & RETENTION

Harris-Stowe State University views recruitment and retention as a campus-wide effort, and with the arrival of new University leadership in 2014 the institution renewed efforts to ensure that best practices were being applied to attract and engage students. In the coming years, the University will develop, refine, and execute new strategic recruitment and retention initiatives that further advance work that has already begun. The overarching goal for the University is to achieve unprecedented student success rates in degree attainment and career or graduate school placement.

HSSU students are encouraged to pursue campus leadership positions as part of their personal and professional development.
ACHIEVING EXCELLENCE IN RECRUITMENT & RETENTION

OBJECTIVE 2.1: REVIEW AND REVISE POLICIES AND PROCEDURES TO INCREASE STUDENT SATISFACTION AND INSTITUTIONAL EFFICIENCY

The University will review, clarify, and streamline policies and procedures students use to manage their overall college experience. Policy and procedural changes will be communicated campus-wide so that faculty and staff are able to provide uniform responses to student inquiries.

PERFORMANCE BENCHMARKS AND METRICS: Count of policies reviewed/revised/consolidated; Student satisfaction data from departmental surveys.

OBJECTIVE 2.2: CREATE A CAMPUS ENVIRONMENT AND TRADITIONS THAT PROMOTE CONNECTION AMONG STUDENTS, ALUMNI, FACULTY, STAFF AND GUESTS OF THE UNIVERSITY

The University will regularly assess the campus climate and to ensure the culture is inviting, engaging, and reflective of the values of the institution. The University will encourage constituents to provide honest and ongoing feedback about experiences that impact their relationship with the University.

PERFORMANCE BENCHMARKS AND METRICS: Analysis of the annual student opinion survey; Faculty and staff opinion surveys; Focus group results.

OBJECTIVE 2.3: DESIGN SUPPORT PROGRAMS TO IMPROVE STUDENT FINANCIAL LITERACY AND STABILITY THROUGHOUT THEIR ACADEMIC CAREER

Institutional data show that among the most significant challenges to college completion is affordability. The institution recognizes that too many students across the country are stopped short of achieving their academic goals due to external financial challenges. HSSU will develop financial literacy programs and interventions to ensure that students are able to receive the assistance they need to resolve financial challenges that would otherwise result in them withdrawing from the University.

PERFORMANCE BENCHMARKS AND METRICS: Percentage reduction in student loan defaults; Percentage of students receiving fiscal literacy training; Analysis of average loan amounts disbursed by cohorts.
OBJECTIVE 2.4: DEVELOP SUPPORT PROGRAMS THAT PREPARE FIRST-TIME COLLEGE STUDENTS FOR SUCCESSFUL ACADEMIC, SOCIAL AND CULTURAL EXPERIENCES

There are a variety of factors that influence student success rates, and the University recognizes that nearly every student will eventually encounter situations that test their resolve to persist in their academic career. Therefore, the institution will create high-impact programs that help first-time college students bridge gaps in their preparedness for college.

PERFORMANCE BENCHMARKS AND METRICS: Program stated outcomes versus actual outcomes; Freshmen retention rates; Course completion rates, Cohort persistence rates.

OBJECTIVE 2.5: OFFER ACADEMIC PROGRAM OPTIONS THAT ATTRACT MORE NON-TRADITIONAL AND INTERNATIONAL STUDENT POPULATIONS

The University will develop academic programs and services that increase its appeal to working adults, active and retired military, and international students. The institution believes the key to successfully attracting diverse groups is in the design of programs that provide accelerated degree pathways, online degree options, life-learning credits, and competency-based academic programming.

PERFORMANCE BENCHMARKS AND METRICS: Percentage of active service and military veterans enrolled in degree programs; Percentage of students based on age range and gender; Percentage of international students enrolled in degree programs; Student satisfaction surveys.

OBJECTIVE 2.6: EFFECTIVELY LEVERAGE THE INSTITUTION’S RETENTION MANAGEMENT DATA TO BETTER IDENTIFY STUDENT RETENTION RISKS

Well-thought-out data collection and analysis processes represent a powerful opportunity to pro-actively identify student-retention risks. Harris-Stowe State University will develop data systems to quickly identify at-risk students. The institution will implement rapid-response processes to address retention issues early and ensure that students experiencing challenges receive high-impact interventions.

PERFORMANCE BENCHMARKS AND METRICS: Freshman to sophomore persistence rates; Four, five and six year graduation rates; Time to degree completion average by student and cohort.
OBJECTIVE 2.7: STRUCTURE SELECT ACADEMIC PROGRAMS TO PROVIDE STUDENTS WITH IMPROVED OPPORTUNITIES TO BALANCE WORK AND ACADEMIC PURSUITS

The institution will provide options for students who wish to take courses in non-traditional formats that meet their need to balance work, family, and academic responsibilities. Formats include (but are not limited to) course-block scheduling, accelerated programs, and night and weekend course offerings.

PERFORMANCE BENCHMARKS AND METRICS: Number of students enrolled in block schedules; Enrollment for night and weekend courses; Online and accelerated course enrollments.

OBJECTIVE 2.8: ASSESS AND EXPAND ATHLETIC PROGRAMS TO ATTRACT TALENTED SCHOLAR-ATHLETES

Strong athletic programs promote campus engagement and pride. In order to attract academically prepared scholar-athletes, the University will continuously assess, strengthen, and expand its athletic programs and services.

PERFORMANCE BENCHMARKS AND METRICS: Retention rates for student athletes; Graduation rates for student athletes; Average CGPA of student athletes by athletic program; Percentage growth of programs and athletes.

OBJECTIVE 2.9: FORMALIZE OPPORTUNITIES FOR STUDENTS TO FIND AND ENGAGE IN LEARNING COMMUNITIES ON CAMPUS

The University will provide programs and resources to ensure that students are able to engage in unique learning and living environments that are specifically designed to create supportive communities of like-minded individuals.

PERFORMANCE BENCHMARKS AND METRICS: Number of students who persist in learning communities; Student satisfaction surveys from learning community assessments; Average CGPA for students engaged in learning communities.
Harris-State State University’s visual branding elements are composed of the hornet mascot, HSSU’s traditional seal, and the institution’s wordmark.
ACHIEVING EXCELLENCE IN 
BRANDING & MARKETING

As an urban HBCU, Harris-Stowe State University’s brand is unique among colleges and universities in our region. It is an objective of the University to strengthen brand awareness while amplifying the institution’s relevance in a positive, proactive manner. We understand that our brand is a promise of quality in higher education and that the combined experiences of students, alumni, parents, supporters, faculty and staff undergird our reputation. The University will promote its tremendous value propositions as part of a comprehensive and focused plan to communicate the institution’s rich history and vision for institutional excellence.

In the fall of 2014, Harris-Stowe State University began the ‘I AM AN HSSU SCHOLAR’ campaign in conjunction with outreach efforts to elementary-school-age students in Ferguson, Missouri.
ACHIEVING EXCELLENCE IN BRAND RELATIONAL MARKETING

OBJECTIVE 3.1: IDENTIFY AND CALIBRATE KEY ASSESSMENTS THAT PROVIDE ACCURATE MEASUREMENTS OF THE UNIVERSITY’S BRAND STATUS

Understanding how the institution’s brand is perceived by the community is crucial to ensuring the University is recognized for excellence. The institution will develop a variety of instruments to capture internal and external opinions and use collected data to evaluate strategies it implements.

PERFORMANCE BENCHMARKS AND METRICS: Analysis of the biannual external opinion survey; Annual internal employee survey results; Student satisfaction surveys; Internal and external focus-group results.

OBJECTIVE 3.2: IMPROVE COMMUNITY AWARENESS OF INSTITUTIONAL ACCOMPLISHMENTS

The University will generate effective networks to communicate its many success stories. By creating reliable internal information-gathering processes, the institution will efficiently identify and develop high-impact stories it can rapidly communicate through regional media outlets.

PERFORMANCE BENCHMARKS AND METRICS: Number of pro-HSSU messages generated internally; Number of pro-HSSU messages generated externally; Monthly media monitoring and readership results.

OBJECTIVE 3.3: REVITALIZE THE INSTITUTION’S BRANDING ELEMENTS AND STANDARDIZE ON A COHESIVE BRAND MODEL

Harris-Stowe State University will review its existing branding elements to determine how to improve brand recognition and positive brand associations. The institution will consult with knowledgeable experts to assist with the overall redevelopment and refinement of the institution’s brand identity.

PERFORMANCE BENCHMARKS AND METRICS: Annual review and assessment of HSSU’s brand value; Student and staff opinion surveys related to branding elements; External opinion surveys and feedback related to branding elements.

ASPIRATIONAL GOAL

BRAND AWARENESS

Benchmark HSSU’s monthly media presence in key outlets including social media, radio, television, print, and public advertising venues.

HSSU’s targeted annual growth in total media mentions, including increase in social media engagement (likes, retweets, friends):

>120%
OBJECTIVE 3.4: EMPHASIZE THE UNIVERSITY’S DISTINCTIVENESS AND SPECIAL APPEAL TO DIFFERENTIATE IT FROM COMPETITORS

Important attributes of the University’s brand are its history, student-first philosophy, quality of programs, and HBCU status. The institution will seek to amplify these aspects of our identity to attract support for our mission, programs, and initiatives.

PERFORMANCE BENCHMARKS AND METRICS: Frequency in competitive-advantage messages in paid and earned media; Number of click-through results for online advertisements; New applicant survey data related to marketing messages.

OBJECTIVE 3.5: EXPAND AND ACCELERATE DIGITAL CONTENT CREATION TO GENERATE AND MAINTAIN ENGAGEMENT WITH THE INSTITUTION

Capturing and maintaining interest in the University’s activities and accomplishments can be done efficiently through the strategic use of digital media products and services; the University will develop an engaging, vibrant digital presence on its websites and social-media hubs.

PERFORMANCE BENCHMARKS AND METRICS: Number social-media friends, ‘likes,’ shares, and re-tweets; Average new posts per month on social sites; Engagement data by post topics.

ACHIEVING EXCELLENCE IN BRANDING & MARKETING

ASPIRATIONAL GOAL

BRAND VALUE

Improve positive opinion/perception of the University by valued constituents

HSSU’s targeted increase in rating of “favorable” or better:

>85%
OBJECTIVE 3.6: FORMALIZE THE HARRIS-STOWE STATE UNIVERSITY’S VALUE PROPOSITIONS TO PROMOTE THE INSTITUTION AS A FIRST-CHOICE SCHOOL

The University recognizes that contemporary organizations must have an intimate understanding of their value propositions to successfully market the opportunities they offer. The institution will formalize its value statements and integrate its value proposition into the overall institutional marketing plan.

PERFORMANCE BENCHMARKS AND METRICS: Student opinion surveys; Employee opinion surveys; External stakeholder surveys.

OBJECTIVE 3.7: ESTABLISH CONSTITUENT FOCUS GROUPS TO ASSESS ACADEMIC MARKETING EFFORTS AND OUTCOMES

The process of assessing marketing strategies benefits from multiple perspectives; therefore, the University will invite student, alumni, faculty, and staff input to strengthen its marketing plans and initiatives.

PERFORMANCE BENCHMARKS AND METRICS: Qualitative results from biannual focus groups; Sample market testing results.

OBJECTIVE 3.8: UTILIZE THE VOICES OF INFLUENTIAL CONSTITUENTS TO ENHANCE CORE MARKETING MESSAGES

The University understands the power of sharing success stories through the experiences of students, faculty, staff, parents, friends, and alumni who have a personal connection in the institution. To effectively utilize its advocate community, the institution will identify ambassadors for the ‘HSSU Story’ and invite them to formally participate in the development of the institution’s marketing initiatives.

PERFORMANCE BENCHMARKS AND METRICS: Number of brand ambassadors recruited; Brand ambassador focus-group recommendations; Brand ambassador event attendance.
HARRIS-STOWE STATE UNIVERSITY STUDENTS IMPACT THE COMMUNITY THROUGH THEIR SERVICE AND COMMITMENT TO CITIZENS OF THE ST. LOUIS REGION AND BEYOND.
ACHIEVING EXCELLENCE IN FUNDRAISING & FRIENDRAISING

Harris-Stowe State University is committed to offering opportunities for students who are seeking a quality educational experience and have a desire to make a positive impact on the world around them. As such, an investment in the University is an investment in the region and its people.

The University’s 2016-2021 fundraising and friendraising efforts will aim to deliver strong, long-term partnerships that provide support for the institution’s mission and students who are being prepared for the next generation of regional and global leadership.

University alumni and community advocates like Leonard Johnson are an important part of the HSSU legacy.
ACHIEVING EXCELLENCE IN

FUNDRAISING & FRIENDRAISING

**OBJECTIVE 4.1: CREATE AN INSTITUTIONAL ADVANCEMENT COMMITTEE THAT WILL ASSESS, PLAN, AND PARTICIPATE IN DEVELOPMENT ACTIVITIES**

Within the University there are subject-matter experts willing and able to strengthen the institution’s development efforts. The institution will select among these experts to form an institutional advancement committee to help design and assess fundraising and friendraising activities.

**PERFORMANCE BENCHMARKS AND METRICS:** Annual committee report that outlines committee activities and tracks outcomes; Number of adopted recommendations and assessment of outcomes from committee recommendations.

**OBJECTIVE 4.2: EFFECTIVELY UTILIZE THE HARRIS-STOWE STATE UNIVERSITY FOUNDATION, INC. TO DEVELOP EXTERNAL RELATIONSHIPS WITH REGIONAL LEADERS**

The University understands the importance of accessing external expertise for its advancement efforts; therefore, the institution will identify regional leaders with complementary skills to serve on the Harris-Stowe State University Foundation, Inc. advisory committees.

**PERFORMANCE BENCHMARKS AND METRICS:** Foundation activity reports that outline plans, meetings, actions of the Harris-Stowe State University Foundation, Inc.

**OBJECTIVE 4.3: INVEST IN FUNDRAISING PLATFORMS AND DATA THAT PROVIDE ADVANCEMENT TEAMS WITH ESSENTIAL INFORMATION TO BUILD AND MAINTAIN RELATIONSHIPS WITH THE INSTITUTION’S DONOR BASE**

Modern advancement techniques effectively utilize data and analytics to collect and manage donor information. The institution will investigate and invest in technologies that are specifically designed to create and enhance constituent relationships and giving opportunities.

**PERFORMANCE BENCHMARKS AND METRICS:** Number of new prospects from the IA moves management strategy; Number of new donors and donor stewardship; Return on investment from advancement expenditures versus efficiency gained and/or dollars generated.

### ASPIRATIONAL GOAL

**ALUMNI GIVING**

National average for all alumni donations:

- 14%

National average for public HBCUs:

- 5%

National average for private HBCUs:

- 10%

HSSU’s 2021 targeted percentage for alumni giving annually to the university:

- >25%
ACHIEVING EXCELLENCE IN FUNDRAISING & FRIENDRAISING

OBJECTIVE 4.4: CULTIVATE A CULTURE OF INTERNAL PHILANTHROPY

Successfully implementing an “HSSU First” giving plan for staff, faculty, and students demonstrates a commitment and belief in the University’s mission and purpose. The University will encourage faculty, staff, and students to participate in advancement activities at Harris-Stowe State University through financial gifts and/or volunteerism.

PERFORMANCE BENCHMARKS AND METRICS: Number and percentage of annual donors and dollars given by faculty and staff; Number of hours generated in service activities.

OBJECTIVE 4.5: DEVELOP AN INSTITUTIONAL PORTFOLIO OF MAJOR INFRASTRUCTURE PROJECTS AND CAPITAL CAMPAIGN GOALS

Creating a structured campus plan is a prerequisite to successfully funding infrastructure upgrades. The University will identify high-value projects and time lines that serve as a foundation for fundraising activities. We will integrate the portfolio into the institution’s advancement materials.

PERFORMANCE BENCHMARKS AND METRICS: Monthly progress report on campus expansion initiatives; Status reports for the institution’s comprehensive campaign, including quiet and public phases.

OBJECTIVE 4.6: IMPROVE THE INTEGRATION OF FUNDRAISING OPPORTUNITIES WITH PROGRAMS AND ACTIVITIES HOSTED ON THE UNIVERSITY’S CAMPUS

In the course of a year, the University holds a variety of special events that present opportunities to raise funds. The institution will integrate event management and advancement planning to reach fundraising goals more efficiently.

PERFORMANCE BENCHMARKS AND METRICS: Year-over-year comparison of advancement revenue, funds raised, and participation at specified fundraising events.

OBJECTIVE 4.7: IDENTIFY STUDENTS AND ALUMNI AMBASSADORS TO REPRESENT THE UNIVERSITY IN DEVELOPMENT ACTIVITIES

Institutional advocacy is an essential aspect of the advancement process. The University will effectively utilize the voices of students and alumni to share the impact the institution made on their lives.

PERFORMANCE BENCHMARKS AND METRICS: Year-over-year comparison in the number of active ambassadors and amount of funds raised through ambassador-led programming.
OBJECTIVE 4.8: DEVELOP EFFECTIVE SYSTEMS AND SERVICES TO IMPROVE HSSU ALUMNI DATA

Reliable information and careful data stewardship are critical to maintaining relationships with the University’s supporters. HSSU will invest in advanced processes and services to more effectively manage and utilize alumni data.

PERFORMANCE BENCHMARKS AND METRICS: Year-over-year comparison of the number of contact bounce backs from alumni outreach; Percentage of alumni records updated annually; Ratio of dormant-to-recaptured alumni relationships.

OBJECTIVE 4.9: ENGAGE IN CREATIVE PARTNERSHIPS THAT GENERATE NEW OPPORTUNITIES TO BUILD INNOVATIVE PROGRAMS

The University recognizes that support for the institution can come in many forms, including partnerships that improve student success, financial commitments for new program development, or reciprocal relationships that create access to world-class resources. The institution will cultivate partnerships that are unique and offer value-added experiences for students, faculty, staff, and other key stakeholders.

PERFORMANCE BENCHMARKS AND METRICS: Year-over-year comparison and tracking of number of new partnerships, opportunities and programs; Status report updates on active initiatives.

OBJECTIVE 4.10: STRENGTHEN ALUMNI RELATIONSHIPS AND ESTABLISH A STRONGER ALUMNI PRESENCE ON CAMPUS

The University will strive to create life-long connections to its alumni through focused outreach and the creation of feedback instruments that help us better manage alumni relationships. The institution will continuously work to involve alumni in campus activities and celebrate stories of alumni success.

PERFORMANCE BENCHMARKS AND METRICS: Year-over-year comparison of alumni attendance and participation at HSSU events; Alumni satisfaction surveys for events; Alumni focus-group feedback.
AN EVER-EVOLVING HORNET NATION!

2021 WILL SEE THE COMPLETION OF SEVERAL INFRASTRUCTURE INITIATIVES DESIGNED TO MAKE HSSU A PREMIERE URBAN CAMPUS AND A MODEL FOR OTHER HBCUs ACROSS THE NATION.
DESIGNING THE 21st-CENTURY CAMPUS AS A HUB OF INNOVATION, SOCIAL CHANGE, & ENTREPRENEURIAL OPPORTUNITY
THE FIRST 5 MONTHS:
$1,000,000!

FRIENDS OF HARRIS-STOWE STATE UNIVERSITY HAVE BEEN QUICK TO SUPPORT THE UNIVERSITY’S EXCELLENCE AGENDA WITH SUBSTANTIAL GIFTS FOR SCHOLARSHIPS AND RESEARCH
At Harris-Stowe State University, we know that once an organization commits to its strategy it must actively monitor progress and act upon information that drives a cycle of continuous improvement. This is commonly accomplished by selecting and tracking Key Performance Indicators (KPIs). Many KPIs HSSU uses are similar to those at other academic institutions and can be found in the institution’s annual institutional Factbook. Other KPIs are unique to the University and require different data-collection activities and analysis.

While Harris-Stowe State University has committed to choosing its performance metrics carefully, we do not feel bound to keep a given KPI when a better measure can be found. KPIs that HSSU focuses on include the following broad categories:

- Academic Quality
- Student Performance and Persistence
- Student Satisfaction
- Job Readiness and Placement
- Constituent Engagement
- Public Opinion
- Fiscal Stability
- Employee Performance
- Employee Satisfaction

We use data as a tool to ask questions and help identify solutions. Most objectives will have one or more measurable aspects. We encourage teams assigned to work on those goals to select measures that reveal honest outcomes. We would rather learn from a challenge and try again than perpetuate a false sense of success.

We also intend to use our data to help us identify leadership potential within our community. This occurs by looking closely at how objectives are achieved and asking whether we see evidence of planning, engagement, iterative improvement, innovation, and creative problem solving. We will use data to help motivate and train our teams to achieve better-than-expected outcomes. We believe there are leaders within the university yet to be discovered, individuals who deserve a chance to advance the university’s excellence agenda.

Finally, we freely acknowledge that organizations cannot always capture and/or quantify events that are significant to constituents. Often, there are invisible aspects of an individual’s experience that impact perceptions of the University. This is why we encourage every member of the campus community to provide feedback through surveys, evaluations, forums, or any mechanism the institution provides to better understand the needs of our campus community. Our goal is not to measure everything, but to measure the right things in meaningful ways.
Mr. David Barnes, Instructor of Mathematics, College of Arts and Sciences
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