



# **2011-2016 STRATEGIC PLAN**

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## ***VISION***

***SC State University will be one of the top public universities among peer institutions.***

## ***CORE VALUES***

***Access*** - accessible and affordable

***Opportunity*** - to fulfill career dreams and goals

***Integrity*** - a solid reputation of integrity

***Excellence*** - commitment to excellence as its top priority

***Respect*** - climate of mutual trust and respect

## ***MISSION***

South Carolina State University (SC State) is a historically Black public 1890 land-grant senior comprehensive institution of approximately 4,500-6,000 students. Located in Orangeburg, South Carolina, SC State University is committed to providing affordable and accessible quality baccalaureate programs in the areas of business, applied professional sciences, mathematics, natural sciences, engineering, engineering technology, education, arts, and humanities. A number of programs are offered at the master's level in teaching, human services and agribusiness, and the educational specialist and doctorate programs are offered in educational administration.

SC State University prepares highly skilled, competent and socially aware graduates to enable them to work and live productively in a dynamic, global society. Through technology and traditional methods of teaching and learning, research and service, the University enhances the quality of life of citizens and contributes to the economic development of the state and nation.

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## SOUTH CAROLINA STATE UNIVERSITY HISTORY



Founded in 1896 as the state's sole public college for black youth, **SOUTH CAROLINA STATE UNIVERSITY** has played a key role in the education of African-Americans in the state and nation. As a land-grant institution, it struggled to provide agricultural and mechanical training to generations of black youngsters. Through its extension program, it sent farm and home demonstration agents into rural counties to provide knowledge and information to impoverished black farm families.

The University has educated scores of teachers for the public schools. It provided education in sciences, literature, and history. The support of the Rosenwald Fund and the General Education Board helped the institution survive the Depression. After World War II, the state legislature created a graduate program and a law school at **SOUTH CAROLINA STATE COLLEGE** to prevent black students from enrolling in the University of South Carolina's graduate and legal education programs. The legislature also dramatically increased funding at the college in an effort to make "separate but equal" a reality in higher education in South Carolina. During the 1950s and 1960s hundreds of **S.C. STATE** students participated in local civil

rights demonstrations and were arrested. In 1968 three young men were slain and 27 wounded on the campus by state highway patrolmen in the Orangeburg Massacre.

Since 1966, **S.C. STATE UNIVERSITY** has been open to all students and faculty, but it has largely retained its mission and character as a historically black institution. In 1971, the agricultural program was terminated and the college farm was transformed into a community recreation center consisting of a golf course as well as soccer and baseball fields.

Today there are over 4,000 students majoring in more than fifty undergraduate and graduate degree programs that include education, engineering, accounting, chemistry, art, marketing, speech pathology and audiology, criminal justice as well as fashion merchandising, physics, psychology, and political science.



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## SC STATE UNIVERSITY PLANNING PROCESS

The SC State University process to develop the 2011-2016 Strategic Plan began in summer 2010 with the identification of Planning Council members. The members of the Strategic Planning Council represent every division and major unit of the University--students, faculty, staff and Board members, as well as the local community. Input from students, faculty, staff, alumni and Board members was requested throughout the process, initially through responses to the SWOT analyses and secondly through sharing with constituents through council members, President's Cabinet members, and Board members (including Ex-Officio members of the Board). Council members were selected by their vice presidents to represent their divisions and to share information with them. Members of the President's Cabinet were given regular updates to share with their personnel. Comments were presented at the Council meetings and compiled into the Plan. Although several Council members were added in the summer, a special orientation session was held with them to provide them with the details of the process and information shared.

The Council met regularly during fall 2010 beginning in September and spring 2011, and once in summer 2011. During these meetings, the Council:

- discussed the mission statement and the need to have it as the plan's focal point;
- discussed previous SCSU strategic plans;
- reviewed other college and university strategic plans;
- reviewed an environmental scan that examined trends at the university and within the state, the SREB region and the nation that impact SC State University;
- discussed the feasibility of on-line surveys versus group meetings for SWOT analyses;
- developed SWOT analyses for various groups (faculty, staff, students, alumnae, and Board members);
- implemented SWOT surveys from October 21 to November 8, 2010;
- reviewed results of SWOT analyses;
- identified common areas across all surveyed groups;
- developed draft goals; and began to identify objectives in measurable terms.

The university's mission statement, results of the SWOT analyses, and the environmental scan data were central to the development of the goals and objectives. The Strategic Planning Council worked long and hard to identify goals and objectives that are broad enough to allow flexibility in planning, but specific enough to determine whether they have been achieved. The goals focus on accountability, sustainability, enhancement and growth. Additionally, they were developed to be sufficiently broad-based for each division to have an impact on each goal, rather than focusing goals on a particular division.

As part of its implementation stage, the Strategic Plan will be placed on the university website to allow all stakeholders to be aware of the plan. Annual reports will be compiled and placed on the website to indicate the level of progress in meeting the goals and objectives established. The Office of Planning and Assessment in the Department of Institutional Effectiveness will coordinate reporting for the Strategic Plan.

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# GOALS AND OBJECTIVES

## Promote and Sustain a Student-Centered Environment

- ◆ Increase student achievement, retention and graduation rates.
- ◆ Increase and maintain enrollment levels to align with the university's mission statement.
- ◆ Promote diversity and inclusiveness in all programs and activities.
- ◆ Provide co-curricular learning experiences to enhance the development of students to include research, leadership opportunities and global awareness initiatives.

## Strengthen the University's Performance through Enhanced Accountability and Efficient and Effective Processes

- ◆ Improve customer service in all university operations.
- ◆ Maintain compliance with all oversight and accrediting associations' rules, regulations and policies.
- ◆ Increase training and maximize the utilization of technology in all areas of the campus.
- ◆ Develop a comprehensive facilities improvement plan that reduces overcrowding and ensures appropriateness, safety, and comfort.
- ◆ Create and maintain an organizational structure that is fiscally efficient and effective.

## Enhance Academic Programs and Academic Support Services to Meet Student and Other Stakeholder Needs

- ◆ Assess undergraduate and graduate programs (to include the core curriculum) regularly to ensure that content and practice remain current and meet market needs.
- ◆ Advance programs of research and scholarship by increasing the percentage of faculty actively engaged in intellectual contributions.
- ◆ Expand continuing education and distance education offerings.
- ◆ Maintain quality academic support services to assist students to be successful.

## Expand and Increase University Resources to Ensure Fiscal Viability and Growth

- ◆ Develop and maintain a financial structure that ensures a balanced budget and appropriate reserve funds through effective budget management, enhanced development activities, and research.
- ◆ Develop and maintain a public relations and marketing plan that enhances the public's perception of the university, recognizes its achievements and acknowledges the quality of its programs.
- ◆ Increase research goals to \$50 million by 2015.
- ◆ Increase fundraising goals by 15% annually, with a base of \$3.6 million.

## Foster Partnerships and Collaborations that Mutually Benefit and Support the University, Local, State and Global Communities

- ◆ Strengthen alliances and partnerships with the community, alumni, public, private and non-profit organizations.
- ◆ Enhance outreach programs that strengthen the relationships between the university and the community.
- ◆ Establish Research Centers that enhance the 1890 mandate and faculty scholarship, and that promote agricultural, rural and urban research and extension work.
- ◆ Pursue grant opportunities and fund-raising initiatives to support student programs and services.

