

South Carolina State University

Orangeburg, South Carolina

Year 3 - Summary Report
(July 1, 2008 - June 30, 2009)

of the

2006-2011
STRATEGIC PLAN

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INTRODUCTION

The South Carolina State University Year 3 Summary Report represents progress achieved between July 1, 2008 and June 30, 2009 in meeting the goals and objectives of the 2006-2011 Strategic Plan. Objectives that were completed during earlier years of the Strategic Plan are so noted.

Information in this report was provided by department chairs, deans, and directors through their team leaders and compiled by the Office of Planning and Assessment for distribution. The names and titles of team leaders are found on page 32.

The 2008-2009 fiscal period began with the tenure of Dr. George E. Cooper as the tenth (10th) president of S. C. State University. Interim vice presidents selected in January 2008 continued through this period while searches for permanent vice presidents were conducted.

Completion of several goals and objectives during 2008-09 actions were negatively impacted due to significant budget cuts mandated by the state, which totaled 6.7 million dollars. These cuts resulted in several action items being placed on hold until funds are available.

Rita Jackson Teal, EdD
Executive Director
Institutional Effectiveness

PLANNING, MANAGEMENT AND EVALUATION

KEY ISSUE: *Accountability for implementation of strategic plan and resources to implement*

GOAL 1: *Establish a systematic process to maintain accountability for implementation of the strategic plan.*

- 1. Develop and implement a plan for monitoring and reporting on strategic issues to include responsible person, timelines and a method for evaluation.**

This objective was completed during the first year and regular reports continued to be distributed campus-wide and to the SC State University Board of Trustees.

GOAL 2: *Establish a Data Warehouse to support evaluation of performance and management decision-making.*

- 1. Establish and charter a special task force to update procedures for reporting data to organizations that rank and utilize data from SCSU**

This objective was completed during the first year with the Director of Institutional Research identified as the data manager for institutional data. The task force initially established continued to meet as needed to ensure that data sources and descriptions were consistently utilized.

- 2. Establish a data warehouse.**

The purchase of data-warehouse software was delayed until the next fiscal year due to lack of funds.

- 3. Provide data analyses to enhance performance and management decision-making**

Data was shared throughout the year to the various divisions and departments from the offices of Planning, Institutional Research and Human Resources to enhance performance and management decision-making.

GOAL 3: *Ensure effective communication of the University's mission, vision, and values.*

- 1. Develop a comprehensive communication plan that disseminates strategic plan information to internal stakeholders.**

The strategic plan is located on the university's website at <http://www.scsu.edu/aboutscstate/institutionaleffectiveness/reports.aspx>. The mission statement, vision and values are included within this plan. In addition, the Mission Statement is also found separately on the website at <http://www.scsu.edu/about/mission.aspx>. As stated above regular reports were distributed to all departments and to the Board of Trustees.

2. Establish a communications vehicle to ensure that external stakeholders are kept abreast of the status of the strategic plan.

The Strategic Plan and regular reports are included on the university website for review by external stakeholders. A mid-year report was developed and distributed throughout the campus and to the Board of Trustees. In addition, other reports, such as the Accountability and Institutional Effectiveness reports are included on the university website, which illustrate progress of the university.

GOAL 4: Improve the level of accountability of employees.

1. Provide regular reports on progress of the Strategic Plan.

Strategic plan action items and objectives have been incorporated into administrators' evaluations and the budgeting process.

ACADEMIC INFRASTRUCTURE

KEY ISSUE: *Alignment of academic programs with market (new, improved, deleted)*

GOAL 5: *Evaluate academic programs and course offerings with respect to program viability and career potential of graduates and market needs.*

1. Conduct an academic program review to determine academic effectiveness, program viability, and career potential of graduates for degree offerings at SCSU.

All academic departments are assessing the performance of their individual programs regarding effectiveness, viability, and career potential. These assessments are in response to the SACS requirements and the previous academic reviews. In addition, individual colleges and departments submit the following achievements.

- Nursing Program was granted a ten year extension on its accreditation by the Commission on Collegiate Nursing Education. The success of the November 2008 campus visit was acknowledged by CCNE in May 2009.
- The Department of Family and Consumer Sciences was successful in efforts at reaffirmation of accreditation from the American Association of Family and Consumer Sciences. The campus visit was held in November 2008 and formal notice of the ten year accreditation was given in April 2009
- The Department of Family and Consumer Sciences was successful in efforts at reaffirmation of accreditation for Nutrition and Food Management by the Commission of American Dietetics Education Association (10 yrs)
- The Business Program received Sixth Year Review from the Peer Review Team of AACSB at their February 2009 campus visit and review of the program. Enhancing faculty qualifications and completing the Assurance of Learning program will be accomplished before the 2010 Team visit.
- Art Education and Studio Arts were granted accreditation by the National Association of Schools of Art and Design (NASAD). The Department is preparing for an on-site review of the National Association of Schools of Theatre (NAST).
- The Department of Ed Leadership created a program quality committee to address the following:
 - PRAXIS – improve alignment of course content with exam areas; improve quality of instruction.
 - Internship – more systematic collection and analysis of data from site supervisors.
- Faculty members in the College of Education, Humanities, and Social Sciences have reviewed the market trends and future state needs and found the following:
 - In Education, the number of teachers continues to decrease for a number of reasons. These include a decrease in the number of students interested in pursuing education as a major; a decrease in the number of students who meet the criteria for entrance into an education program; a decrease in the number of students who meet the criteria for completion of an education program. The department has put into place a number of initiatives to address the causes of the low productivity. One of these strategies include the Bridge to a Teacher Education Program that recruits high school juniors

- and seniors into support programs to improve basic skills in reading, writing, and mathematics necessary to pass the Praxis I examination for entrance into a teacher education program.
- The areas in Human Services forecast an increase in the need for social workers, rehabilitation counselors, criminal justice experts, and counselor educators in the state of South Carolina and the nation.
 - In Visual and Performing Arts, the department is currently reviewing its strategic plans to address issues of low productivity in art, drama, and music education programs. The plans emphasize the need to increase productivity, student retention and graduation rates substantially to meet the Commission on Higher Education's requirements during 2009. Although the enrollment in these areas continues to increase, strategies to improve graduation rates are being discussed. The Department continues to provide on-going program review in order to determine academic effectiveness, program viability, and career potential for graduates in its degree offerings in the BS and BA programs.
 - A review of the drama unit has revealed the need to address a number of issues in order to successfully complete this initiative. Identified needs include: a) identifying and eliminating health and safety issues in the theatre facility, b) re-tooling the design shop; c) renovating existing classroom, office, and storage space located near the theatre; d) replacing existing equipment with state-of-the-art technology; e) developing promotional material for recruiting purposes; f) employing additional faculty to address increased student enrollment; and g) addressing the issue of low student productivity. Title III funds were identified to replace and upgrade technical equipment.
 - The Music program monitors the placement of its recent graduates to determine the effectiveness of its degree offerings. The reaffirmation of accreditation by National Association of Schools of Music is scheduled for Fall 2010.
 - Faculty in the College of Education, Humanities, and Social Sciences are continually improving their instruction through workshops and seminars. Courses are offered using the traditional methods, online and multi-platform formats. Teaching is augmented with hands on experiences, field experiences, and internships in order to foster student success. Coordinators in Social Sciences are conducting needs assessments and the Fine Arts Department reports a need for additional teachers to accommodate the increase in enrollment. This has created an immediate need for resources to hire additional faculty. Additionally, the music program has identified specific voids in the areas of jazz, percussion, and voice instructors.
 - The Teaching of Social Sciences was changed to Social Studies Education. Students interested in teaching History or Social Studies would enroll in this new program. There are presently 30 students enrolled.
 - It was recommended by the SC Commission on Higher Education that Music Performance be changed to Music General with concentrations in Instrumental and Voice. This program has made the suggested changes and the new program has been submitted to the VP for Academic Affairs for submission to CHE.

2. Develop a process for continuous improvement and evaluation of academic programs and course offerings with respect to program viability and career potential of graduates and market need.

- Assessment cycles have been developed to ensure that all academic programs are assessed on a regular basis. The General Education Curriculum is scheduled for a thorough review during the 2009/10 academic year after determining that assessment has not been completed in a consistent manner.
- Programs continually evaluate their effectiveness and the need for curriculum changes formally and informally. Most programs have curriculum committees whose charge is to ensure that the curriculum is relevant. Programs are assessed using evaluations from the university, students and faculty evaluations. Specific initiatives are listed below.
 - The Department of Education has an Assessment System that is based on the four stage admissions process for graduate and undergraduate candidates. Data are collected and analyzed to identify programmatic trends, strengths, and weaknesses.
 - The Department of Visual and Performing Arts has identified through continuous evaluation many areas for improvement. Also a formalized means for monitoring graduate success is under discussion for outreach and career support within this department.
 - The Business Program Executive Speakers Series featured 16 guest speakers from a variety of industries to present and interact with students as part of the Leadership and Professional Development program, coordinated by Dr. Ann Winstead.
 - The Business Program held the inaugural Leadership Symposium funded by \$25,000 donated by Blue Cross Blue Shield, Time Warner Cable and Shaw Areva Mox, coordinated by Dr. Ann Winstead. Three BCBS Leadership awards were provided to students and one scholarship will be awarded in Fall.
 - Post graduate training for nursing graduates helped them prepare for the NCLEX national licensing exam.
 - Personnel in the Library began to review the duplication and quality of materials in electronic, print, and microform formats which is an ongoing activity.
 - All library policies and procedures are being reviewed, revised and updated during summer 2009.

GOAL 6: Prepare students to function effectively in a global society.

1. Increase emphasis on international activities and globalization.

- The Department of Business Administration has been approved to implement a grant that focuses on international initiatives. A minor in International Business has been implemented. Ten students accompanied Dr. David Jamison on a study tour of China in June as part of this grant initiative.
- The Honors Program personnel attended conferences that focused on student exchanges and the Director participated in a fact-finding meeting in Mexico to assess exchange opportunities.

- The School of Graduate Studies submitted a proposal to the U. S. Department of State's Bureau of Educational and Cultural Affairs to have SCSU approved as a host site for the Hubert H. Humphrey Fellowship Program, which provides a year of professional enrichment in the United States for experienced professionals from designated countries throughout the world. If selected, SCSU will annually host up to 17 international professionals in the field of educational leadership for the next five years. The program, if approved, will expose the visitors to all graduate and professional programs at the University.
- Dr. Casimir Kowalski visited the Polish Embassy in Chicago to review and select historical photos to be included in an upcoming book on the Leaders of the Solidarity Movement in Poland.
- Dr. Mary Grimes, assistant professor in the Department of Educational Leadership, was selected to present a scholarly paper at the Oxford Roundtable in England.

GOAL 7: Increase the utilization of technology for academics.

1. Develop and implement an academic technology plan.

- A proposal was submitted and approved to revise the Educational Technology Services into a comprehensive Extended Studies unit that will enhance the utilization of technology throughout the curriculum for on-campus as well as off-campus courses.
- The number of courses offered online and at a distance increased in various academic areas.
- Dr. Jesulon Gibbs received a \$50,000 USDOE grant to improve the integration of technology in graduate instruction. The funds will be used to provide extensive Blackboard training for graduate faculty.

2. Create and implement a class master schedule that meets the program needs of all students.

Astra Scheduler and Platinum software products were purchased for implementation with Banner software during the 2009/10 academic year.

GOAL 8: Increase access to academic programs through distance learning.

1. Develop an infrastructure to support different modes of instructional delivery.

- The Educational Technology Services unit worked with the University Computing and Information Technology Services (UCITS) unit to integrate Blackboard with Banner.

- Members of the Library faculty have participated in grant funded training provided by the HBCU Library Alliance. Also, the Library maintains participatory membership in the HBCU Library Alliance.
- Several electronic resources have been added to the Library to assist in distance learning opportunities.
 - Provided database training for: *ARTStor*
 - Provided four e-resources trials for:
 - Cabell's Directories Online
 - Digital Commons
 - ProQuest Entrepreneurship
 - RCL Collection Analysis System with Books in Print
 - After trials were completed, the following are being added:
 - Cabell's Directories Online
 - RCL Collection Analysis System with Books in Print

GOAL 9: Improve academic quality through enhanced faculty development and scholarly achievements.

1. Create an infrastructure that promotes faculty development.

Although funds were reduced for travel campus-wide, faculty and staff were still able to attend and present at conferences. They were also productive in grant-writing and submitting research articles. Most of these activities are included in the 2008-09 Annual Report. A Title III proposal has been funded to offer faculty development workshops throughout the year beginning in fall 2009.

- The circulation supervisor and the records manager analyst presented a workshop on “Record and Retention Disposal of Convenient Copies,” for library faculty and staff. (August 2008)
- The Library dean co-presented at Southern A&M University in Baton Rouge "The Double 'O' - Freshman Orientation and Outreach." (March 2009)
- There were six (6) library staff members that attended the LIBRIS conference. (May 2009)
- Dr. Gwen Wilson (Health Sciences) served as Vice President of Professional Practices in Audiology of ASHA (American Speech-Language-Hearing Association).
- Dr. Robert T. Barrett served as Past President of SE DSI for 2009.
- The following Family and Consumer Sciences faculty members served on the SCAFCS Board: Dr. Eanes, Dr. Idris, Dr. Littlejohn, Dr. Jones, Dr. Manson, Dr. Whitaker, and Dr. Wood.
- Dr. Jesulon Gibbs, assistant professor in the Department of Educational Leadership, was selected as an *Emerging Scholars* by the National Center for the Study of University Engagement. She will be required to attend a 4-day workshop at the University of Georgia. The emerging scholars program seeks to promote community engaged scholarship which, according to Dr. Gibbs, is conducting research "with" community

partners instead of simply "on" community partners, resulting in better relationships and results.

- Two faculty members in the Department of Educational Leadership attended national conferences to deliver paper presentations. Two other faculty members will present papers in July, one in the US and the other in England.

2. Demonstrate measurable evidence of faculty participation in governance.

- Faculty serve on all university-wide committees and serve as chair on several of those committees.
- The president of the Faculty Senate serves as an ex-officio member of the Board of Trustees.
- Each SACS COC committee included faculty representation.

ADMINISTRATIVE & PHYSICAL INFRASTRUCTURE

KEY ISSUE: *Institutional processes and resource allocation*

GOAL 10: *Review and improve institutional processes, procedures and resource allocation.*

1. Examine current institutional processes related to allocation of resources.

As of September 30, 2008 and December 31, 2008, adjustments were made to the budget to reflect reductions in state appropriations as well as reductions in student enrollment.

1. The staffing patterns were reviewed during the budget process.
2. All the divisions are adhering to the staffing patterns as of December, 2008.

2. Align resource allocations to the strategic plan.

The budgets which were approved by the Board of Trustees in June, 2008, appropriated resources to implement the strategic plan. But due to budget reductions some items in the strategic plan may be delayed or postponed. Each quarter the budget division analyzes and prepares a budget to report for actual expenditures and revenues. These reports are reviewed by the Senior Vice President and other personnel and submitted and presented to the Board of Trustees quarterly. A number of adjustments were made to the budgets due to the significant adjustments in the state appropriations during the fiscal period ending June 30, 2009.

GOAL 11: *Enhance the use of technology for administrative purposes.*

1. Review the current status of technology in supporting the academic infrastructure.

Students have the ability to complete the registration process on-line. Students also have internet and, in some cases, wireless, access, to the internet. The ability of students to make credit card payments via the web was implemented.

Purchasing of upgraded license for integration of Blackboard Learning Management software with the University ERP Application (Banner) was completed. Full implementation was in spring 2009.

2. Develop on-line learning opportunities for faculty and staff.

Meetings were held with various Department Chairs and faculty/staff regarding their use of technology and in their academic areas. The meetings involved assessing their current use of technology, discussing concerns and developing a plan for improvement, if necessary. Each department received a detailed report of the meeting, their plan for improvement and information on actions taken to assist with meeting their needs. In addition to the meetings

with the Department Chairs, a Network Management Meeting was held with each person designated as the Technology liaison for their department. Information on current and upcoming projects to improve university wide technology usage was given at the meeting.

Dr. Jesulon Gibbs, assistant professor in the Department of Educational Leadership, received a Department of Energy HBCU Faculty Innovation Grant Award for \$50,000. Her project will focus on enhancing the utilization of technology (i.e., Blackboard) in graduate-level courses. Each person will have the opportunity to complete a beginner or advanced track, taught online by a Blackboard consultant, totaling 30-45 hours of training. The result will be a cadre of faculty who can assist in spearheading the full integration of this technology in instruction on the graduate (and undergraduate) levels.

KEY ISSUE: Facilities/Infrastructure to accommodate current and future university needs

GOAL 12: Meet the current and future facilities/infrastructure needs of the University.

1. Maximize use of current university facilities.

- Betty Jenkins has been designated as the space coordinator.
- The University recently completed the renovation of Lowman Hall. This new space will allow many of the space needs to be met.
- Additional space will be provided for athletics in Nix Hall.
- A one stop shop for services needed by students, such as admission, cashier, financial aid, bookstore, registrar, treasurer, etc. will be implemented in Crawford Zimmerman and Moss Hall. This will help students to access most of the needed services in these two locations.
- Many of the administrative services will be moved to Lowman Hall (president's office, Board of Trustees conference room, finance, payroll, accounts payable, institutional effectiveness, legal). Thus, Domna bldg. will house Graduate Studies, facilities, academics affairs and student services administration.
- Grants accounting will move to the building currently occupied by Human Resources and the Y-Hut which is currently occupied by grants accounting will be made available for faculty offices.
- All these moves will take place during Christmas break 2009.

2. Develop a space utilization plan that incorporates input from all divisions.

Facilities continues to work with CHE in developing and refining Space Standards and Utilization policy for SC State. An assessment of campus security and monitoring has been performed. As a result more than 25 call-boxes have been installed on the campus as well as 75 surveillance cameras. In addition, alarm systems are being explored.

3. Remodel, expand and renovate current academic and non-academic buildings.

- The University spent nearly \$2 million during this period addressing deferred maintenance issues on the campus. These projects included: new roofing on MLK and Fine Arts buildings, new exterior lighting, repair of steam vault lines, enhancing restrooms, repairing HVAC systems and other general repairs. A contract was awarded during this period on August 22, 2008 and the construction is under way for the Hodge Hall expansion. The current budget for this project is \$20 million. The completion date is February, 2010. Although many of the items outlined in the last report have been completed, additional work is ongoing to replace all exterior doors in Turner Hall-D.

Specific activities:

1. Child Development Learning Center: Completed the required design and construction to ensure the building facility and playground are ADA compliant prior to the submission of the application for National Association for the Education of Young Children (NAEYC) Accreditation.
 2. Felton Kitchen AC Install: Installed a 4-ton split system AC in the Kitchen.
 3. Felton Water Heater Upgrade: Upgraded water heater and dishwasher water temperature booster to natural gas.
 4. Felton School Exterior Painting: Painted exterior steel trim along suffix, windows, columns, including court yard area. Painted interior walls, doors & trims in the cafeteria, lounge area, and men & ladies restrooms—**project completed.**
 5. The Lowman Hall Rehabilitation project includes renovating Lowman Hall into an administrative office complex, including site development for parking and landscaping. The anticipated move in date is September, 2009. **UNDER CONSTRUCTION NOW!**
 6. Staley Hall-Hazardous Material Survey – First Floor project included abatement of Asbestos and removal of lead paint for the entire first floor of Staley Hall. The project was 90% complete as of December 31, 2008.
 7. Staley Building Chiller Unit Replacement project included procuring and installing the required capacity chiller. This was completed during the period.
 8. Staley Hall Roof Repairs-IN PART included repairing gravel stop approx. 160' only. Repair two (2) leaking areas above room #225 **project completed.**
- Feasibility studies are on the way to expand the stadium to include a sports complex.
 - The auditorium in both Crawford Engineering and Nance Halls were completed with new seats and floor covering.
 - An exterior restroom facility was constructed in fall 2009 at athletic precinct.

4. Construct new facilities.

- Construction began August, 2008 to construct a 70,000 square foot, four-story science complex. The facility is 80% complete and completion is scheduled for spring 2010.
- We are still awaiting funding to construct a new library.
- Architecture and engineering is under way to construct an engineering and computer science building and construction is expected to begin in spring 2010.

5. Enhance campus land infrastructure.

Additional properties are being purchased as they become available. There is currently no activity to acquire additional parking spaces.

6. Provide organized transportation for off-campus students to and from campus.

There are no updates in assessing transportation needs for off-campus students.

GOAL 13: Provide sufficient on and off-campus housing and facilities to meet enrollment growth.

1. Provide adequate campus housing for an additional 2,000 students (approximately 100% increase).

- The Board of Trustees has approved the renovation of three existing residence halls on campus, which are currently closed. The residence halls are Miller, Manning and Bradham. Once renovated, which is expected fall 2011, there will be an additional 300 beds available to students.
- Earle Hall has been put back online as a residence hall.

2. Provide adequate facilities for student life, recreation, sports and leadership activities commensurate with projected enrollment growth.

Renovations are continuing on Dukes gymnasium. Space was renovated in Crawford-Zimmerman to accommodate Financial Aid.

HUMAN RESOURCES

KEY ISSUE: *Selection, Employment and Retention of Appropriate Personnel*

GOAL 14: *Improve the University's ability to attract, recruit, and retain personnel appropriate to the positions and responsibilities needed by the University.*

1. Develop and implement advertising practices to attract/recruit desired faculty and staff.

The practice was adopted to use the publications *Chronicle of Higher Education* and *Inside Higher Ed*; and the website HigherEdJobs.com for advertising administrator, faculty and designated staff positions. Additionally, where applicable and available, professional organization websites were used to advertise University vacancies. All positions continue to be advertised on the University's Online Employment System (PeopleAdmin). In fiscal year 2008 – 2009 these methods of advertising, in addition to other online advertising vehicles (Charleston Post and Courier/monstor.com, The State Newspaper/careerbuilder.com and Atlanta Journal Constitution/yahooohotjobs) were used to recruit the University's executive management vacancies (Vice Presidents of Academic Affairs, Student Affairs and Research and Economic Development) as well as other key positions such as the Assistant Vice President for Alumni Relations, the Dean of Library and Information Services, the Director of Felton Laboratory School and the Director of Internal Audits.

2. Establish competitive salary and benefits policies and practices that promote South Carolina State University as an institutional employer of choice for faculty and staff.

All benefits available to employees of agencies and institutions of the state of South Carolina were made available to employees of South Carolina State University. Three employees attended the Benefits at Work Conference in August 2008 to ensure that any additional benefit options available would be offered to University employees.

Unfortunately, due to the severe budgetary constraints experienced in fiscal year 2008 – 2009, there could be no appreciative adjustments to salary offerings.

3. Provide faculty and staff to compensate for increasing student enrollment.

Due to the severe budgetary constraints experienced in fiscal year 2008 – 2009, faculty and staff positions could only be replaced where a vacancy occurred. While no new positions were advertised, all necessary faculty positions were filled, three of the Vice President positions were filled, the critical positions of Assistant Vice President for Alumni Relations, Dean of Library and Information Services, Director of Felton Laboratory School and Director of Internal Audits were filled.

GOAL 15: Improve the productivity and quality of employees.

1. Examine roles and responsibilities of staff.

Because the performance evaluation and position description documents are combined for staff employees, position descriptions were updated and submitted in conjunction with the University's annual universal performance review.

2. Demonstrate measurable evidence of opportunity for staff participation in governance.

Staff members are represented on all university-wide committees and the President of the Staff Senate serves as an ex-officio member of the Board of Trustees. In that capacity, the President of the Staff Senate participated in the annual planning retreat held in June 2009 at which decisions regarding University planning, policy and budgeting are made.

3. Promote and utilize a flexible work schedule to meet university needs more efficiently.

Employees utilized alternative work schedules as approved by their supervisors in accordance with the University's Flexible Work Schedule Policy. Work schedules of applicable personnel performing student services functions were adjusted as necessary to meet student delivery needs at key junctures (e.g., registration).

4. Enhance the general orientation program for new employees.

Enhancements developed in the previous year continued for fiscal year 2008 – 2009.

5. Establish a viable employee development program that can address the University's dynamic staffing needs.

The University's Professional Development Program is fully functional. Course offerings were published on the Office of Professional Development web page so as to be accessed at any time, internally and externally. In addition, course offerings were distributed to faculty and staff weekly via the University's email system to ensure all employees were aware of all professional development opportunities. In fiscal year 2008 – 2009, 106 training sessions were conducted covering the interests and needs of faculty and staff, supervisors, managers, administrators, etc. as expressed via a needs assessment survey conducted.

GOAL 16: Improve customer satisfaction as a result of periodic assessments.

1. Increase campus wide communication for customer week.

Fiscal year 2008 – 2009 Customer Appreciation Week’s activities included “Wristband Day” in which administrators visited employees and rewarded them with customer service wristbands for good services provided and as encouragement to continue in that manner; a Quality Service program led by the President at which he expressed what quality service “the SC State way” entailed; a workshop on “Best Practices in Telephone Etiquette” at which a new uniform manner of answering University telephones was introduced; and a lighthearted offering of “Bulldog Voter Bingo” at which employees could win prizes and enjoy refreshments while learning the importance of good customer service.

2. Increase staff development opportunities in customer service.

In addition to the activities held during Customer Appreciation Week noted in Goal 16.1, a workshop entitled “The 11 Commandments of Customer Service” was offered by the Office of Professional Development as well as individual and departmental consultations on the subject.

RESEARCH DEVELOPMENT AND COMMUNITY INVOLVEMENT

KEY ISSUE: *Enhance the role of research in supporting SCSU's internal and external goals.*

GOAL 17: *Build an infrastructure for the University to compete as an HBCU and 1890 land-grant institution with mainstream programs in basic and applied research and extension.*

1. Become more competitive in research.

- Faculty in all departments participated in professional conferences as research paper presenters, paper discussants, session chairs, and organization board members.
- CBAPS Faculty members presented 25 papers at professional conferences and headed up numerous grants totaling over \$2 million in funding.
- The School of Graduate Studies partnered with the Penn Center in the planning of the annual Gullah Studies Initiative.
- A team of researchers in the Department of Educational Leadership worked with the Institute for Public Service and Policy Research at USC to conduct a 50 state review of legislative initiatives targeting dropout prevention. The report will be released in June 2009.
- Over 80% of the researchers have been exposed to BANNER training to better assist them in managing their budgets.
- Individual 1890 Research meetings were held with 18 principal investigators to assist them in preparing their budgets. A group training was also held. Through participation in various conferences, workshops, etc. administrators and staff were informed of funding opportunities from state and federal agencies.
- JECUTC has research projects on alternative transportation fuels that are underway with Clemson University, Savannah River National Laboratory and researchers within the SCSU Science Department.

KEY ISSUE: *Significantly enhance and improve the university's image through increased community involvement.*

GOAL 18: *Increase partnerships and collaborative efforts to strengthen community, governmental, and international relations.*

1. Enhance the University's partnerships with local industries and businesses.

- The 1890 Research and Extension Program has established and maintains over 50 partnerships with local industries, businesses, faith-based organizations, etc.

- The JECUTC is collaborating with the South Carolina Research Authority, the national Law Enforcement and Corrections
- Technology Center to pursue opportunities with the U. S. Coast Guard, and the U. S. Department of Homeland Security
- (FEMA) to conduct research on leveraging existing resources to enhance America's disaster response capabilities.
- All programs in the College of Business and Applied Professional Sciences have advisory boards made up of leaders in the respective industries.
- The Social Work Department is working in collaboration with 7 other state institutions to provide training for Department of Social Services personnel on effective strategies to work with diverse clientele.
- Rehabilitation Counseling has received approximately 6 million dollars in grant money to provide scholarships to train additional counselors. The goal is to increase the availability of counselors for agencies needing this type of personnel locally, state, and nationwide.
- The Department of Education requested and received funding to develop a partnership with school districts along the I-95 Corridor to increase the number of teacher education majors coming from this region of the state. Other grant opportunities have forged partnerships with universities, businesses, two year colleges, and community service organizations for research funds and scholarship opportunities.
- The Department of Educational Leadership established a new cohort partnership with Richland County School District One in Columbia, SC to offer courses leading to the EdS and EdD degrees to employees of the school district beginning in January 2009. The Department offered 3 courses for the district and served 16 new students.

GOAL 19: Improve the social, economic and physical well-being of citizens in South Carolina.

1. Increase the level of inter-disciplinary, community-based participatory research.

- Evaluations continue to be the tool to assess research needs of the community for the 1890 Research and Extension Program.
- The Northeast Corridor of Orangeburg Community Development Corporation (NCOCDC) continues to provide workshops for first-time homebuyers.
- Each spring, students in the Department of Ed Leadership participate in a leadership seminar that requires them to work directly with a low-performing school to develop a plan for improving student achievement. As part of the program of study in Ed Leadership, students also participate in at least one practicum/ internship that requires them to work directly with principals and superintendents for on-the-job training.

GOAL 20: *Improve the effectiveness of the 1890 Research and Extension Program's integration and support of teaching, research, extension, and public service.*

1. Increase efforts to raise the awareness of 1890 Research and Extension Program Resources.

- Several articles (publications) were published in newspapers across the state of programs and activities conducted by 1890 Research and Extension.
- Community brochures outlining outreach programs of services offered were disseminated across the State.
- Several staff members taught various classes. Extension staff conducted workshops to enhance the knowledge base of 1890 Research and Extension constituents.
- Exhibit booths were set-up across the state at county fairs, Black Expos, meetings, etc.

GOAL 21: *Improve the utilization of the James E. Clyburn University Transportation Center's resources and leadership capabilities to advance transportation systems and services in rural and small communities.*

1. Use JECUTC's funds to conduct research and provide technical assistance to rural and small communities in South Carolina.

- The JECUTC conducted a Community Leaders workshop in Denmark, SC.
- Research funds are being used to conduct research on biomass products to produce ethanol.
- The JECUTC administrators continue to work with the Orangeburg/Calhoun Transit System providing technical assistance to the newly established transit system.
- The JECUTC staff is continuing to coordinate the Orangeburg/Calhoun counties transit project which is scheduled to begin operation of Phase I on March 2, 2009.

2. Seek additional funding to continue transportation services.

The JECUTC is conducting a transportation feasibility study for the County of Laurens, South Carolina through a grant from the South Carolina Department of Transportation.

3. Establish collaborative community partnerships throughout the state to promote and support the development of rural transportation services.

- The JECUTC staff is currently working with the U. S. Department of Energy, South Carolina State Communication Information Office, South Carolina Department of Transportation, Lower Savannah Council of Governments, and the Orangeburg/Calhoun

County Delegation to promote and support the development of rural transportation services.

- The JECUTC is working with the City of Greenwood, South Carolina and Aiken, South Carolina, seeking funds to assist in the development of a rural transportation system.
- The JECUTC staff is working with the Transportation Association of South Carolina and collaborating with the South Carolina Department of Transportation to establish new rural transportation systems and to improve existing rural and small communities' transportation systems in South Carolina.
- The JECUTC Statewide research and Curriculum Needs conference is scheduled for April 16 and 17 in Myrtle Beach, South Carolina.
- The Center's web site has been updated as of winter 2009 and the web site will be continually maintained and updated;

GOAL 22: Improve the quality of life of citizens and the economic development of the region.

1. Enhance faculty and staff involvement in the community – quality of life.

- Faculty and staff were involved in conducting research projects as well as participating in workshops and youth academies throughout the year.
- The University Library renewed a partnership agreement with the media specialist at Felton Laboratory School for FLS students to participate in learning activities in the library.
- Librarians provided storytelling sessions to the following institutions/community areas:
 - CASA Ages: 2 – 11 (20 students), August 25th, and September 15th
 - Sheridan Elementary School , 2nd grade class (25 students) , November 19, 2008
 - Sheridan Elementary School – Black History Month, 2nd grade class (25 students), February 25, 2009
 - Greater Faith Child Development Center, 4-year old class (11 students), March 31, 2009
 - Hunter-Kinard-Tyler Elementary School – “Career Day”, Three - 1st grade classes – (60 students), April 3, 2009
 - Sheridan Elementary School – “Career Week”, 2nd and 3rd graders - (275 students), April 22, 2009
 - Marshall Elementary School – “Career Week”, Pre-K4 classes – (125 students), June 2, 2009
 - Whittaker Elementary School, Kindergarten Class (25 students), June 4, 2009
 - Lovely Hill Baptist Church congregation, Smoaks, South Carolina. (September 2008)
- Librarians served as mentors at Howard Middle School, Orangeburg, SC. (2008-2009)
- Faculty members in the College of Business and Applied Professional Sciences participate regularly in activities at the Child Development Learning Center including reading to students during the National Week of the Child and helping with field day activities.

- Family and Consumer Sciences faculty members Bonita Manson and Dannie Keeper serve on the Edisto Habitat for Humanity Board. Robert T. Barrett, Dean, serves on the Orangeburg YMCA Board; Dr. Barbara Adams serves as treasurer on the Board of the Mental Health America of Orangeburg County and provides volunteer accounting services to the Minority Aids Council of Orangeburg County [22]
- The College raised over \$4,300 for Relay for Life and had over 50 participants in the walk on Friday April 24. The Department of Business Administration, headed by Dr. Marion Sillah, the Department of Family and Consumer Sciences, headed by Dr. Bonita Manson, and the business fraternity Alpha Kappa Psi, headed by Mr. Mario Ricoma, were the primary participants in the effort.
- The Accounting Program sponsored the VITA program to assist area residents with income tax preparation. Accounting students gained valuable experience while helping to serve our community. Professor Joseph Onyeocha coordinated this program.
- Within the College of Education, Humanities, and Social Sciences, the Department of Education has partnerships with four Professional Development Schools. The partnerships create a venue for research and allows for master teachers to work closely with professors for an interchange of professional development. The Department of Social Sciences collaborates with P-12 grades in an American History/Social Studies grant and a Social Studies/African American teacher development program.
- During spring 2009, students in the Ed Leadership program worked with 14 priority schools in South Carolina to develop plans for improving student achievement. The Department of Educational Leadership continued to work with k-12 educators in its partnerships with 10 school districts and one consortium in South Carolina to provide courses for prospective and practicing administrators.
- The School of Graduate Studies partnered with the Penn Center to award graduate credit for individuals involved in the Gullah Studies Institute during July 2008.
- In Spring 2009, the School of Graduate Studies established a partnership with Richland County School District 1, making it the 10th such partnership for the Ed Leadership program, to provide program courses for its prospective and practicing administrators.

2. Assess the needs of the local community and adjust our program activities accordingly.

- With every workshop and training held, an evaluation was administered. The evaluations were reviewed by staff to incorporate feedback and/or suggestions into program design, delivery and implementation. The community input provided assistance to help make the programs better and enhance the quality of life for the citizens served by the 1890 Program.

GOAL 23: Improve the effectiveness of the Office of Sponsored Programs in leadership, facilitation and oversight of the University's research program.

- 1. Maintain a comprehensive information management system that incorporates the research needs and interests of the University, the training and expertise of faculty and staff, and the unique academic (educational) framework of the University.**

- A conference call was held with InfoEd Account Representative to implement the InfoEd system to include modules with the capability to perform proposal development and proposal tracking functions.
- Distributed information on the SPIN database to all new faculty and to other faculty and administrators as requested or needed and identified by OSP staff. Continuous support provided to faculty and staff for centralized information and resources needed for scholarship, research and creative works.
- Assisted with the distribution of information on the American Recovery and Reinvestment Act (Stimulus Package) and submitted funding notices regularly to faculty
- Conducted Proposal Workshops for Felton Laboratory School
- Presented at the Chair's Forum
- Assisted with planning, development, and implementation of Summer 2008 Proposal Development Workshop for SCSU Faculty with presenters from Savannah River National Laboratory and other Federal Government
- Assisted with the EPI Summer Faculty Institute

2. Broaden the research funding base of the University to include a broad spectrum of federal agencies, corporate and private foundations, and state and municipal funding sources.

Submission of the following grants since July 2008-To Date:

- SCSU Upward Bound Math and Science Center - Cycle 2 Year 1
- Gaining Early Awareness and Readiness for Undergraduate Programs (GEAR-UP) Year 3
- Educational Talent Search Program (Year 3)
- South Carolina State University Educational Opportunity Center --SCSU EOC (Year 2 Cycle 2)
- Rural Cooperative Development Grant
- Child Welfare Certification Program
- South Carolina Research Infrastructure Improvement Grant (RII)
- The Enhancement of Research, Environmental Management and Science Curriculum through the Environmental Policy Institute at SCSU
- Center of Excellence for Disaster Response
- HBCU-Up (Research Infused STEM Curriculum -RISC)
- Graduate Course RFP for 2008-2009
- SCSU Student Support Services Program - Year 3 (Cycle 3)
- Academic Support Personnel
- Development of the South Carolina State University Nuclear Engineering Program
- Nuclear Regulatory Commission Scholarship (NRC Scholarships)
- Development of a Nuclear Criticality Safety Course and a Health Physics Concentration at SCSU
- NNSA Plutonium Disposition at SRS

- Expansion and Enhancement of the Nuclear Engineering Program at South Carolina State University
- First Steps 4-K Expansion Program (Year 3)
- Ensuring Students with Disabilities Receive a Quality Education
- Mathematics and Science Unit Coaching Initiative EIA-Proviso #1A.31 Midlands Center
- Nurse Education, Practice and Retention (NEPR)
- Title III - Strengthening HBCUs, A Program at SCSU
- Call Me Mister
- Support for School Based Speech Language Pathologists
- Africa Revisited: A Museum Experience to Engage Youth and Communities
- Research Infrastructure Improvement at SCSU for a Masters Program in Biorobotics and Biofabrication
- On The Job Training Program / Highway Transportation Careers Training Program
- Summer Transportation Institute
- Preparing for Readiness in the Environmental Profession
- 21st Century Community Learning Centers
- NSF STEP Program
- Higher Education Awareness Program
- Promoting Diversity in the Agribusiness Profession: Multicultural Scholars Program at South Carolina State University
- Hubert H. Humphrey Fellowship Program
- CARE Observatory Consortium
- Congestion and Emissions Mitigation: A Case Study of Charleston Inland Port
- National Summer Transportation Institute
- Textbook and Learning Materials Project (TLMP)
- Retention of Key Radiochemistry/Health Physics Faculty Member at SCSU
- 2009 NRC Scholarship Program at SCSU
- Integrating Blackboard into Graduate Studies: Training Faculty & Students Is the Foundation
- SCSU Radiochemistry Laboratory
- Feasibility Study for Implementation of Public Transit Services with Senior Options, Inc. in Laurens County, South Carolina
- SCSU Environmental Radioactivity and Nuclear Battery
- Vehicular Emissions and Ambient Air Quality in Charleston, South Carolina: A TRANSIMS Approach
- Operation READ
- South Carolina State University Historical Collections and Archives Presentation Assessment
- Improving Teen Driving through a Parental Responsibility Program: A Collaborative Interdisciplinary Regional Training Model
- Surviving Violence
- Museum Grants for African American History and Culture
- Professional Capacity: Collections Management

- Statistics Applied to Research in Science, Engineering and Mathematics (SARSEM).
- A Russian-American Consortium to Study the Role of Motivation in Student Success
- Testing of Effectiveness of Community Level Condom Distribution on Predominately Black College and University Campuses
- Testing the Effectiveness of a Multi-site Community level Condom Distribution and Promotion Campaign on Predominantly Black College and University Campuses.
- SCSU & SRE Integrated Bio-refinery Project
- HBCU Mental Health Pilot Project
- Security across Computer Science Curriculum
- HBCU-UP
- 2008-2009 Gifted and Talented Graduate Course Program
- Setting Up a Radiochemistry Laboratory at South Carolina State University
- Enhancing Health Literacy Skills among Older African American Adults within the Community
- Feasibility Study for Implementation of Public Transit Services with Abbeville, Greenwood and Saluda Counties, South Carolina.

3. Establish mutually beneficial (long-term) research partnerships and collaborations with major corporations and other educational institutions.

- Establish a pilot bio-refinery utilizing the process of sodium methoxide as a catalyst to convert rapeseed oil to bio-diesel.
- Proposed award amount: \$25M
- Assisted with coordination of presentation by Clarkson Aerospace on Minority Leaders Project; hosted other HBCUs

4. Restructure the OSP to be more responsive to the external research environment.

The following positions were requested in the FY 2008-09 budget to implement the restructure of OSP; however funding was not made available to fill these positions.

- Administrative Assistant
- Grants Coordinator
- Intellectual Property (IP) Officer

INSTITUTIONAL ADVANCEMENT

KEY ISSUE: *Increase revenues through enhanced fundraising initiatives*

GOAL 24: *Increase fundraising goals to advance the mission of South Carolina State University.*

1. Strengthen Annual Giving Campaigns.

- Donors continue to participate in the On-Line Giving process that was implemented in October 2007. Implemented ACH (All-Clearing House) December 2008. ACH allows donors to make contributions via debiting their accounts and crediting the SCSU Foundation's account (monthly).
- Hired one experienced fundraising practitioner in August 2008; however, the position of Assistant Vice President for Development has been vacant since July 2008 because of the freeze on hiring.

2. Develop Planned Giving Program.

Created and launched Planned Giving Brochure

3. Raise \$30 million in five years.

The Capital Campaign remains on hold; however, a record \$2.2 million in private gifts were received in 2008/09 driven by Alumni giving (\$765,000); Corporate contributions (\$758,000); Class Reunions (\$400,000); Club 1000 (\$125,000) and Foundation Gala (\$127,000)

KEY ISSUE: *Identify and promote the University's competitive advantages (niche(s) in academic and non-academic areas of excellence).*

GOAL 25: *Identify and promote SCSU's competitive advantages for marketing and improve SCSU's image to attract more contributions and build donors' confidence.*

1. Continue to utilize appropriate marketing strategies to promote SCSU.

- Reviewed Semaphore's previous contract with plans to re-engage and extend their contract in FY 08-09 to focus on marketing and promoting the brand. (NOTE: SC State has met the dollar threshold to procure their services. A new request for proposal is needed to continue working with this agency.) This initiative is on hold due to cuts in state appropriations.

- Worked in conjunction with UCITS and specifically the current webmaster; however, another web developer is needed to compliment the skills of the current webmaster. NOTE: SC State has one webmaster, most Universities of like size have two or more. As a result of declining resources, and the freeze on hiring, SC State still only has one webmaster (developer). Website enhancement continues to evolve as we focus on improving brand equity.
- Implemented the BEAT program to gather information and updates about academic and non-academic programs for dissemination to stakeholders. Basis discussion with key stakeholders, University strengths will be highlighted continuously on SC State's website.
- The Communication Plan and Style Guide is updated annually to reflect changes in the University.
- New marketing collaterals are being developed for academic year 2009-2010.
- President Cooper visited over 25 alumni chapters to improve SC State's image.

2. Identify academic areas that will serve as leads in promoting the University's academic programs.

The Marketing Campaign is completed; however, this is an on-going effort. In April 2009, SC State launched a weekly University cable TV show "A New State of Mind." The Nuclear Engineering Program (the only HBCU with a nuclear engineering program) is highlighted as a major academic success story. The program is promoted on the University's website and all Points of Pride communications as well as a feature story on "A New State of Mind."

3. Identify non-academic areas of the University that help to promote SCSU.

- Criteria for selecting lead areas to promote SC State were established. One criteria includes national and state recognition.
- *Washington Monthly* (recognized SC State as America's #1 University for Social Mobility for the third consecutive year.
- *US News and World Report* ranked SC State 4th best public HBCU in the nation.
- SC State ranked #1 Football Team in America among HBCUs and ranked #1 Tennis Team in America among HBCUs.

4. Improve SCSU image to attract more contributions and build donors' confidence.

- Leveraged Points of Pride in a coordinated campaign designed to build and enhance brand equity ("A New State of Mind"),
- Conducted over 100 interviews with media outlets in South Carolina to enhance brand image.
- Coordinated six editorial Board visits with President Cooper to build donor confidence and improve University image.

STUDENT LIFE

KEY ISSUE: Enrollment Management

GOAL 26: Annually increase and retain enrollment at a level that will produce 8,000 students by 2014.

1. Develop and implement a comprehensive enrollment management plan to reach the 6,000 headcount goal by 2014.

The University will re-visit this goal as the President and his Cabinet continue the discussion concerning right-sizing the University.

- The following initiatives were the focus of recruitment efforts during this period:
 - International Initiative: (1) the Assistant Vice President for Enrollment Management submitted and received funding from the International Research and Exchange Board (IREX) for two of their placements. One graduate student (Edmond Muskie Fellowship Program) and one undergraduate student (UGRAD). (2) Worked with the Interim Vice President for Research and Development in response to the Government of the Republic of Chile's Bicentennial Program of Investing in Human Capital. This initiative proposed by the Chilean government would provide US\$6 Billion dollars over the next six years for the training of thirty thousand Chilean students in a number of disciplines offered by SC State University. The Chair and faculty from the Accounting, Agribusiness and Economics department, faculty from English and Modern Languages, and the Chair of Education completed and submitted this proposal.
 - Hispanic and Afro-Hispanic Initiative: Continued collaboration with our English and Foreign languages department to address two major concerns and recruitment and enrolment focal points, (1) our Undergraduate Spanish Major program and (2) outreach for first-generation Hispanic American desiring post-secondary education.
 - The Scholars Initiative: A focus on the recruitment, enrollment and graduation of the top quartile of academically high performers in the state of South Carolina, our nation and the world. The development of a core of 500 to 800 students annually that represents the very best student academically to enroll here at the University. Students who are Palmetto Fellows, Presidential Scholars, General Scholars, National Merit Scholar, national Achievement Scholars, National Hispanic Scholars and Teaching Fellows. By focusing of these groups of students would enhance our Honors Program (College), Nursing Program, College of Education, Humanities and Social Sciences and College of Science, Mathematics and Engineering Technology.
 - Viability Initiate: A focus on all programs with low enrollment in their respective pipeline to yield a graduation rate of seven or more bachelors, five or more masters and three and half or more doctorate degrees annually. We have identified our majors in Spanish and Middle Level Education for our focus during this recruitment cycle.
 - Targeted Groups Initiative: The Office of Admissions, Recruitment and Scholarships continued is close working relationship with the College Summit program, The Assistant Vice President for Enrollment Management and Senior Admissions

- Counselor/Recruiter presented at the National College Summit Conference in Baltimore Maryland. The University has documented the largest placement rate of any host University in the nation with over 80 placements.
- The Office of Admissions, Recruitment and Scholarships with the assistance of the UCITS continues to push ahead with our successful **On-The-Spot** Admissions and Scholarship outreach programs. Cities where this new process have been used during this reporting period are as follows; Washington, DC; Charlotte, NC; Jacksonville and Orlando, FL; Atlanta and Augusta GA; Charleston, Florence, Rock Hill, SC. Banner Student and Banner Financial Aid implementation completed and with these implementations we now benefit from a more robust-real time approach to enrollment. We are now tracking prospects from initial contact through enrollment process.
 - Assistant Vice President for Enrollment Management and Interim Associate Vice President for Academic Affairs both serve as OC Tech College Advisory Committee members met on Thursday, October 16, 2008, at 5:00 p.m. The committee is responsible for (1) Advising college administration of new developments or trends in business and industry. (2) Evaluate and offer recommendations for any problems that may arise within the curriculum. (3) Participate in an annual evaluation of the college facilities, curriculum, faculty credentials, and quality of instruction. (4) Assist the College in the placement and employment of students. (5) Support the College in its efforts to serve the community.
 - Operation Transition Initiative: 6-8 Eight Grade Initiative partly funded by our Access and Equity Grant to provide high school requirements for the senior Colleges and Universities in South Carolina. Provide stay in school initiatives to curb drop-out rates in the state of South Carolina in general but our feeder middle – high schools specifically and university financial planning workshops.
 - Estill Middle School benefited from their interaction with our Student Government Association President, Miss SC State University, other Student Leaders, Cheerleaders, the Marching 101 Drum line, Henderson-Davis Players and the Champagne Dancers. The entire school participated in this three hour event and interactive workshops.
 - The Office of Admissions, Recruitment and Scholarships (OARS) has implemented an aggressive identification and rapid response team responsible for increasing the number of potential Life Scholar applicants. This plan includes and is not limited to home visits, personal delivery of their acceptance and scholarship offers to their home. During the reporting period we are focusing on mailing offers of scholarships to our high academically performing applicants.
 - The College of Business and Applied Professional Sciences is developing new brochures that include information on all five departments. These new brochures will be used at recruitment fairs for the entire College. An interdisciplinary research publication was published and distributed Spring, 2009. This publication showcases the collaborative interests and research ideas of college faculty and provides an opportunity to meet publication requirements necessary for promotion.

GOAL 27: Improve the diversity of the student body.

1. Contribute to closing the gap in educational attainment across ethnic group, gender, income levels, and geographical regions of the state.

Initiatives are identified in Goal 26 above.

2. Enhance the participation and involvement of international students.

- Admissions is participating in the validation exercise conducted by the Student and Exchange Visitor Program to verify data in SEVIS
- Determining the admissibility of international applicants.
- Preparing and issuing SEVIS I-20 forms for new international students for fall semester 2008
- Completing transfer-out forms for international students applying to graduate school
- With 39 students from the country of Trinidad and Tobago, they represent the largest number of international students currently enrolled. Jamaica has the next largest number of international enrollees with 6 students, the Czech Republic with 5 and the Bahamas has 4 students enrolled. Barbados, Canada, and Russia are represented by 3 students each. The countries of Tanzania, El Salvador and Uganda have 2 students each enrolled in the University. The following countries have one student each enrolled at South Carolina State University, Belize, Bulgaria, Germany, Grenada, India, Latvia, Macedonia, Mexico, Romania, Rwanda, Saudi Arabia, Serbia, South Korea, St. Lucia and Yugoslavia.

KEY ISSUE: Living and learning environment for students that enhances student productivity

GOAL 28: Provide a holistic living and learning environment for students.

1. Provide global activities for the student body.

- At the start of the Fall 2008 semester approximately 150 residents (comprised of upperclassmen, late application first-year students, and late application transfer-year students) were housed at the extended campus living facility. As a result of students completing verification of enrollment as well as meeting residence life and housing polices, vacancies availed on campus. All students housed at extended campus were transitioned to the main campus within two weeks of the semester start.
- RL&H staff has been taking advantage of professional development training sponsored by the university's Office of Professional Development and Training. Residence Educators have been engaged in reading and dialoguing about ACHO-I monthly publications. Due to budget constraints all staff members including supervisors have been unable to take advantage of professional development activities and conferences hosted by professional affiliations.

- Earle Hall is currently an online living and learning center housing the first-year male Arts Appreciation community.

2. Ensure graduate exit interview addresses student centered concerns.

The Career Center recognizes the need to improve the quality of service to its customers. The Career Center works in conjunction with the Office of Institutional Research to provide our students and alumni with surveys and questions that are student centered, and alumni friendly. The Career Center meets with Institutional Research to improve the process.

GOAL 29: Sponsor a broad-based athletic program that continues to provide opportunities for student-athletes to develop academically and athletically.

1. Maintain full compliance with University, MEAC and NCAA regulations.

The coaches and the compliance coordinator met regularly during the year to review existing and new developments in NCAA, MEAC and institutional rules and regulations. Forms such as squad list, practice log, and travel list were reviewed. The newsletter that the compliance coordinator published was a very helpful tool for coaches. It served as a reminder for coaches to perform certain administrative tasks.

2. Provide support in all areas of student-athlete welfare.

- Athletics facilities continue to be top priority. However, due to budget cuts, some of the items slated for improvements have had to be postponed. Nevertheless, efforts are on the way to complete a restroom facility near the tennis courts, and do some renovations in the football locker room, weight room and conference room at the stadium. These items should be completed in the first quarter of the next fiscal year.
- Student-athletes participated in a number of community service projects, on- and off-campus. They participated in the Lunch Buddies project at Felton Laboratory School and they visited the Orangeburg Nursing Home.

3. Continue to recruit student-athletes who possess reasonable expectations of academic and athletic success.

- The best and brightest students were recruited. The compliance coordinator assisted coaches in utilizing the best practice to ensure that recruits were admissible to the University and that they would have the best chance to graduate.
- With the assistance of the academic enhancement staff, coaches worked diligently to meet the required APR.

4. Maintain a sound financial base through adequate funding and appropriate management of funds.

During a year that saw severe budget cuts, the department continued to seek more funding from non-traditional sources. Through the monthly budget meetings, the business manager monitored all accounts and apprised the Director of Athletics of all budget issues. The market coordinator assisted in identifying other revenue streams as well as exposing the department to new potential donors.

5. Continue to employ coaches and staff who are consistent with University and Athletics Department philosophy and standards of integrity and moral conduct.

There were no new hires during the period.

6. Continue to support the educational opportunities offered student-athletes with the ultimate objective of graduating every student-athlete.

The department maintains academic enhancement as top priority. An application for funding for a new academic enhancement coordinator was submitted and approval is pending. In the meantime, like during the first semester, study hall sessions were fully utilized to assist student-athletes increase their study skills, to assist them with class projects and to assist them improve their academic standings overall. Academic progress reports were also utilized to give student-athletes' instructors a vehicle through which to report back to the department. These reports were analyzed by the academic enhancement staff and shared with the coaches to give student-athletes the best advice for progress. Finally, student-athletes were required to complete the pre-registration process prior to departing for the summer. Class schedules were also analyzed to make sure they were in minimal conflict with their athletic schedules.

2008-2009 STRATEGIC PLAN TEAM LEADERS

Planning, Management and Evaluation

Dr. Rita Jackson Teal, Executive Director of Institutional Effectiveness

Academic Infrastructure

Dr. Rita Jackson Teal, Interim Vice President for Academic Affairs

Administrative & Physical Infrastructure

Mr. John Smalls, Senior Vice President for Finance & Management Information Services

Human Resources

Ms. Anna Haigler, Director of Human Resource Management

Research Development and Community Involvement

Dr. Leonard McIntyre, Interim Vice President for Research & Economic Development

Institutional Advancement

Dr. Jackie Epps, Interim Vice President for Institutional Advancement

Student Life

Dr. Valerie Fields, Interim Vice President for Student Affairs

**South Carolina State University
Office of Planning & Assessment
Department of Institutional Effectiveness**