

Our Strategic Plan

for

LANDER UNIVERSITY

Revised 2006

Preface

The original 2002 Strategic Plan reflected the collective work of the Lander community, including its students, faculty, staff, administrators, alumni, community leaders and many other constituents. Approximately 460 students and 750 other stakeholders completed surveys (see Appendix A) from which we gathered information concerning our present status with these groups. In addition, innumerable individuals contributed other historical, financial, and anecdotal information to the planning process.

The Strategic Plan is built around five areas, identified by Five Goals, as follows:

GOAL 1: LEARNING

4 Objectives 9

Action Items

GOAL 2: ENROLLMENT

8 Objectives

29 Action Items

GOAL 3: LINKAGES

4 Objectives 7

Action Items

GOAL 4: ENVIRONMENT

4 Objectives

16 Action Items

GOAL 5: ACCOUNTABILITY

4 Objectives

23 Action Items

These Five Goals were approved by the President and the Lander University Board of Trustees (September 2002).

Committee Members

The following individuals served on the University Strategic Planning Committee throughout the spring and summer of 2002 to ensure our Plan's timely completion. The lion's share of the work was completed by these individuals:

Mr. Donald Beggs Director of Computing Services

Mr. Len Bornemann Executive Director of the Greenwood Chamber of Commerce and former manager of the Monsanto

(now Solutia) polyester fiber plant in Greenwood

Dr. Fred Bosarge Dean of Students

Mr. Randy Bouknight** Vice President for Student Affairs

Ms. Katrina Brooks Student Government Association President

Mrs. Charlotte Cabri Director of University Relations and Publications

Ms. Mary Jo Cook** Vice President for Business and Administration

Scott Ellis Student

Ms. Susan Going Chair of the Faculty Senate

Ms. Ann Hare Professor and Director of the Library

Ms. Kelsie Lanier Assistant Director of Residence Life & Director of Judicial Affairs

Dr. Leonard Lundquist Professor of Biology and Chair, Division of Biological and Physical Sciences

Ms. Whitney Marcengill Budget Director

Mr. Jeff May** Athletics Director

Dr. Danny McKenzie Dean of Education

Dr. John Moore Assistant Professor of Philosophy

Dr. Ken Mufuka Professor of History

Dr. Deborah Natvig Associate Professor of Health Care Management

Mr. Tom Nelson Dean of Enrollment Services

Kimberly Shealy Student

Dr. Tim Snyder Chair-Elect of the Faculty Senate

Dr. Michael Sonntag Associate Professor of Psychology, Director of Assessment and Planning, and Chair of the Strategic Planning Committee

Dr. DeWitt Stone Grants Procurement Officer and former Assistant Vice President for Academic Affairs at Clemson University

Ms. Eleanor Teal** Vice President for University Advancement

Mr. Samuel Tolbert Assistant Professor of Health Care Management and former Administrative Director of Planning and Marketing of Self Memorial Hospital in Greenwood

Mr. Craig White Lander University trustee, community leader, and VP of Fuji Photo Products in Greenwood

Dr. Friederike Wiedemann** Vice President for Academic Affairs

Mr. Blair Willingham Comptroller

The following people also provided Dr. Sonntag with invaluable administrative assistance: Ms. Linda Boling, Ms. Clara Bonds, Ms. Jean Boozer, Ms. Lori McIntyre, and Ms. Judy Perrin.

(** denotes member of the President's Council serving ex-officio without vote)

Goal 1 Increase Student Learning

Lander University will promote learning and the development of life skills that will enable each graduate to make a meaningful living and live a meaningful life.

- 1a. Revise and improve curriculum to enhance individual student development and produce regionally and nationally competitive graduates
- 1b. Improve the instructional effectiveness of all faculty
- 1c. Increase the retention of junior faculty members and staff
- 1d. Seek and maintain accreditation with appropriate organizations.

Plans for Achieving Goal 1:

Objective 1a. Revise and improve curriculum to enhance individual student development and produce regionally and nationally competitive graduates.	Responsibility	Measure(s)	Timetable
Action Item 1a1. Redesign the General Education Program (GEP) to more effectively provide a liberal arts foundation for all academic programs.	Vice President for Academic Affairs		
Action Item 1a2. Assess and redesign all academic programs where necessary to meet the objective.	Vice President for Academic Affairs		
Action Item 1a3. Assess the Lander University Honors Program to determine if it provides each participating student with an intellectually stimulating, individualized educational experience.	Vice President for Academic Affairs		
Objective 1b. Increase the retention of junior faculty members and staff			
Action Item 1b1a. Assess annually the effectiveness of the orientation and mentorship program for new faculty, which is provided in each of the Colleges.	Vice President for Academic Affairs		
Action Item 1b1b Assess annually the effectiveness of the orientation and mentorship program for new staff.	Vice President for Business and Administration		
Action Item 1b2a Assess the reasons for the lost of junior faculty and develop and implement action plans to reduce the number of productive junior faculty leaving the University.	Vice President for Academic Affairs All College Deans		
Action Item 1b2b Assess the reasons for the lost of staff and develop and implement action plans to reduce the number of productive staff members leaving the University	Office of Human Resources		
Objective 1c. Improve the			
instructional effectiveness of all teaching faculty			

Action Item 1c1. Assess to what degree technology is being used to support teaching and learning and develop proposals to improve the use of technology if needed.	Office of Academic Affairs All College Deans		
Action Item 1c2. Assess the effectiveness and adequacy of the University's processes and resources (by College) used to support faculty to pursue scholarly activities designed to support teaching, tenure, and promotion.	Office of Academic Affairs All College Deans Faculty Senate Grants Committee		
Objective 1d. Maintain and seek accreditation with appropriate accrediting organizations.			
Action Item 1d1. Conduct a needs assessment for additional accreditation opportunities.	Vice President for Academic Affairs		
Action Item 1d2. Maintain full and unconditional SACS accreditation.	President Vice Presidents		

Goal 2
Increase the Student Population by 20 percent through Recruiting and Retaining Highly Motivated, Diverse Students, Faculty, and Staff

Lander University will attract, retain, and graduate increasing numbers of students from diverse backgrounds who have the potential to succeed in the university environment.

- 2a. Create a more effective recruitment process
- 2b. Improve marketing strategies and develop non-traditional and alternative markets
- 2c. Ensure that all admitted students have a reasonable probability of academic success
- 2d. Develop programs to improve student success.
- 2e. Ensure that the maximum benefit of scholarships and work-study opportunities is realized
- 2f. Enhance the educational and co-curricular experiences and opportunities outside of the classroom to broaden students' awareness of themselves, others, and current events.
- 2g. Improve the physical environment of the campus to increase student safety, comfort, and satisfaction.
- 2h. Develop a comprehensive plan to address diversity issues in the campus community.

Plans for Achieving Goal 2:

Objective 2a. Create a more effective recruitment process	Responsibility	Measure(s)	Timetable
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Action Item 2a1. Develop, implement, and annually assess recruitment strategies that focus directly on personalized contact with students and families in identified market areas.	All College Deans Office of Enrollment Services		
Action Item 2a2. Develop/Implement/Assess recruiting strategies and transfer procedures for students from both two- and four-year institutions in order to increase enrollment by 10% for the 2006-2007 academic year.	Vice President for Academic Affairs		
Action Item 2a3. Generate and offer new scholarships specifically designed to attract academically talented students.	President		
Objective 2b. Improve marketing strategies and develop non-traditional and alternative markets			
Action Item 2b1. Create and implement a strategic plan to increase the number of academic programs offered at the University Center in Greenville, SC.	Vice President for Academic Affairs		

Action Item 2b2. Implement a marketing plan to raise statewide public awareness of the University.	Vice President for University Advancement President		
Action Item 2b3. Assess the scope and quality of on-line course offerings and degree-completion programs, which serve current Lander students, and attract students from other institutions, full-time employees, and out-of-state students.	Vice President for Academic Affairs		
Action Item 2b4. Increase the number of international experiences of Lander students and faculty. Specifically work towards having at least a 5% increase in such activities annually over the next three years.	Vice President for Academic Affairs		
Action Item 2b5. Implement a continuing education program.	Vice President for Academic Affairs		

Objective 2c. Develop programs to improve student success.			
Action Item 2c1. Assess the effectiveness of Lander's academic support programs, including the additional support provided through the SSS grant.	Vice President for Academic Affairs		
Action Item 2c2. Assess academic programs and strategies in effect and intended to improve student success.	Vice President for Academic Affairs		
Action Item 2c3. Ensure that classes are available so that full-time students, whose academic achievement is consistently average or better, can reasonably expect to complete their baccalaureate degrees within four academic years.	Vice President for Academic Affairs		
Action Item 2c4. Assess the strategies implemented in 2004 for improving effective advising of all students.	Vice President for Academic Affairs		
Action Item 2c5. Analyze annual overall class grade point average for each freshman-level general education course taught the immediately preceding Fall and Spring semesters and use this information to enhance student academic success.	Vice President for Academic Affairs		
Action Item 2c6. Assess the strategies developed to promote positive relationships between faculty members and returning and new student majors within respective schools/divisions.	Vice President for Academic Affairs All College Deans		

Action Item 2c7. Identify, coordinate, and provide training for all employees relative to specific job descriptions to promote student success.	Vice President for Business and Administration		
Action Item 2c8. Develop an incentive plan for staff.	Vice President for Business and Administration		
Action Item 2c9. Study the feasibility of enhancing the Employee Assistance Program (EAP) to promote wellness for faculty and staff.	Office of Human Resources Vice President for Student Affairs		
Objective 2d. Ensure that the maximum benefit of scholarships and work-study opportunities is realized			
Action Item 2d1. Develop a mechanism to maximize the effective use of student work-study positions from both the university and student's perspective.	Vice President for Business and Administration		
Action Item 2d2. Assess the effectiveness of procedures adopted by each College/University unit in 2004 for the awarding of scholarships to recruit new students. .	Vice President for Academic Affairs All College Deans		
Objective 2e. Enhance the educational and co-curricular experiences and opportunities outside of the classroom to broaden students' awareness of themselves, others, and current events.			
Action Item 2e1. Increase student participation in campus life activities, including weekend programs.	Vice President for Student Affairs		
Action Item 2e2. Enhance student access to the University by expanding hours and	Vice President for Student Affairs		
improving awareness of computer laboratories, meeting areas, study areas, and recreation facilities.			
Action Item 2e3. Increase the student attendance at all home varsity athletic games or matches.	Athletics Director		

Action Item 2e4. Offer a wider variety of activities to ensure the inclusion of all of Lander's community (age, commuter/resident, Greek/independent, ethnicity, nationality, etc.)	Vice President for Student Affairs		
Action Item 2e5. Improve communication between students and the University	President		
Objective 2f Improve the campus environment to increase student safety, comfort, and satisfaction.			
Action Item 2f1. Expand and increase food service offerings.	Vice President for Student Affairs Vice President for Business and Administration		
Action Item 2f2. Review and revise the campus safety plan.	Vice President for Business and Administration		
Objective 2g. Develop a comprehensive plan to address diversity issues in the campus community.			
Action Item 2g1. Examine, update, and revise the current University policies and procedures in order to address equal opportunity among all student groups and organizations and to reflect the dynamics of the current student body.	Vice President for Student Affairs		
Action Item 2g2. Increase recruitment and retention of faculty and staff from underrepresented	President		

groups			
Action Item 2g3. Increase collaboration efforts of student groups to celebrate and appreciate campus wide diversity.	Vice President for Student Affairs		
Action Item 2g4. Promote faculty/staff awareness of current student issues.	Vice President for Student Affairs		

Goal 3

Enhance Links with Constituents

Lander University will enhance linkages with local, regional, and statewide constituents to increase enrollment and support the concept of preparing students for a meaningful life by developing and coordinating activities in applied scholarship and service and by providing innovative opportunities in lifelong learning.

3a. Increase involvement of all Lander employees and divisions/departments in making Lander more visible in the region 3b. Increase involvement of parents, alumni, community members and organizations with Lander 3c. Ensure high quality service to internal and external constituents 3d. Improve student-community linkages

Plans for Achieving Goal 3:

Objective 3a. Increase involvement of all Lander employees and divisions/departments in making Lander more visible in the region	Responsibility	Measure(s)	Timetable
Action Item 3a1. Involve all employees in promoting a positive image of Lander.	President		
Objective 3b. Increase involvement of parents, alumni, community members and organizations with Lander			
Action Item 3b1. Increase exposure of the Lander campus by removing barriers to and promoting the use of facilities by outside organizations and community members.	Vice President for Business and Administration		
Action Item 3b2. Increase parental involvement at Lander, including recruitment, feedback, and participation in campus events.	Vice President for Student Affairs		
Action Item 3b3. Increase participation of alumni in Lander activities, including increased participation in student recruitment and providing financial support.	Vice President for University Advancement		
Objective 3c. Ensure high quality service to internal and external constituents			

Action Item 3c1. Enhance the professional image of Lander by improving service to external and internal constituents.	President		
Objective 3d. Improve student-community linkages			
Action Item 3d1. Initiate an active Town-Gown Committee involving faculty, staff, students, area alumni, business representatives and townspeople.	President		
Action Item 3d2. Increase the number of student-centered news releases, particularly those items sent to students' hometown news media.	Vice President for University Advancement		

Goal 4

Improve the Learning and Living Environment of the University

Lander University will improve the appearance and utility of the campus so that it may serve a larger student body and an increased program of community outreach.

- 4a. Improve the "first impression" image of the University.
- 4b. Add the facilities needed to serve an increased enrollment of 2630 Full Time Equivalent students.
- 4c. Improve campus maintenance and meet renovation needs.
- 4d. Meet information technology needs.

Plans for Achieving Goal 4:

Objective 4a. Improve the "first impression" image of the University.	Responsibility	Measure(s)	Timetable
Action Item 4a1. Update the campus master plan with the goal of accommodating 5000 students by 2020 and continuing to acquire adjacent properties.	Vice President for Business and Administration		

Action Item 4a2. Construct a new entrance to Lander University from Calhoun Street that • includes an elegantly landscaped arrival point between the Carnell, Fine Arts, and Drummond Buildings.	Vice President for Business and Administration		
Action Item 4a3. Temporarily screen the physical plant operations area from the new front entrance to the campus.	Vice President for Business and Administration		
Action Item 4a4. Improve the existing three campus entrances (Willson Street, West Sproles Street, and Lander Street).	Vice President for Business and Administration		
Objective 4b. Add the facilities needed to serve an increased enrollment of 2630 Full Time Equivalent students.			

Action Item 4b1. Provide expanded and new student activity facilities that enhance student life, including adequate • space for student meetings, casual gatherings, informal indoor and outdoor recreational activities, and athletic events.	Vice President for Student Affairs		
Action Item 4b2. Adopt a plan for residence halls that includes the revitalization of existing residence halls.	Vice President for Business and Administration		
Action Item 4b3. Enlarge the present pool of general-use classrooms to serve a 20% increase in students.	Vice President for Business and Administration		
Action Item 4b4. Provide safe and adequate space for specialized studio and laboratory work.	Vice President for Business and Administration		

Action Item 4b5. Develop a comprehensive parking plan.	Vice President for Business and Administration		
Objective 4c. Improve campus maintenance and meet renovation needs.			
Action Item 4c1. Improve the appearance and functionality of facilities used by the general public and groups visiting the campus and provide space(s) for hosting meetings of community groups.	Vice President for Business and Administration		
Action Item 4c2. Implement a plan for development and maintenance of the campus landscape.	Vice President for Business and Administration		
Action Item 4c3. Seek funding for general campus	Vice President for Business and Administration		
improvements from the next State bond bill.			
Action Item 4c4. Utilize revenue bonds or private development for housing.	Vice President for Business and Administration		
Objective 4d. Meet information technology needs.			
Action Item 4d1. Implement a plan to upgrade the central information technology system.	Vice President for Business and Administration		

Goal 5 Assure the Long-term Stability of the University

Lander University will achieve long-term stability through ongoing, comprehensive assessment, planning, financial oversight, and management of all areas of the university.

5a. Implement a coordinated and comprehensive assessment program used to drive decisions, make improvements, and insure institutional effectiveness 5b. Implement a continuing strategic planning process 5c. Ensure the maximum efficiency of the financial management of the University 5d. Ensure the maximum effectiveness of the management of the University

Plans for Achieving Goal 5:

Objective 5a. Implement a coordinated and comprehensive assessment program used to drive decisions, make improvements, and insure institutional effectiveness	Responsibility	Measure(s)	Timetable
Action Item 5a1. Create a database of student attributes to serve as a baseline for measuring ongoing student performance and for setting measurable year-to-year student enrollment goals and accountabilities.	Vice President for Academic Affairs		
Action Item 5a2. Assess the success of the outcomes of recruitment strategies annually and decide what needs to be revised, emphasized, or discontinued	Vice President for Academic Affairs		
Action Item 5a3. Assess the impact of the General Education • curriculum on student learning and recruitment and retention	Vice President for Academic Affairs		
Action Item 5a4. Assess the impact of major programs of study on preparing students for their chosen professions	Vice President for Student Affairs		
Action Item 5a5. Assess faculty performance	Vice President for Academic Affairs		
Action Item 5a6. Assess student services	Vice President for Student Affairs		
Action Item 5a7. Assess institutional support services	Vice President for Business and Administration		
Action Item 5a8. Assess collegiality among University employees and friendliness towards students.	President		
Action Item 5a9. Assess the use of facilities by outside organizations and community members to	Vice President for Business and Administration		

measure the success of University interaction with its external constituents			
Objective 5b. Implement a continuing strategic planning process			
Action Item 5b1. Implement unit-level plans that will support and are consistent with the University Strategic Plan	President		
Action Item 5b2. Review, revise, and report progress on the Strategic Plan at least annually	President		

Action Item 5b3. Implement a proactive plan to monitor CHE performance indicators and ensure that each year Lander achieves an overall score of at least a 2.00 on CHE's performance indicators.	Vice President for Academic Affairs		
Action Item 5b4. Maintain present levels of institutional accreditation	Vice President for Academic Affairs		
Action Item 5b5. Explore alternative accrediting opportunities	Vice President for Academic Affairs		
Action Item 5b6. Attain and maintain program accreditation when feasible	Vice President for Academic Affairs		
Objective 5c. Ensure the maximum efficiency of the financial management of the University			
Action Item 5c1. Undertake a comparative study of the revenue and expenses of South Carolina's five public four-year teaching universities.	Vice President for Business and Administration		
Action Item 5c2. Develop a plan to fund long-term capital needs for new buildings, major equipment, etc.	Vice President for Business and Administration		
Action Item 5c3. Develop a set of financial performance indicators that will be tracked and reported on a monthly or quarterly basis in order to monitor financial stability on a regular basis.	Vice President for Business and Administration		
Objective 5d. Ensure the maximum effectiveness of the management of the University			
Action Item 5d1a. Complete a review of each existing academic program and recommend any necessary restructuring, combining, or deletion.	Vice President for Academic Affairs All College Deans All Academic Department Chairs		
Action Item 5d1b Complete a comprehensive review of potential new programs, which may be added.	Vice President for Academic Affairs All College Deans		
Action Item 5d2. Complete a comprehensive review of each non-academic program and recommend any necessary restructuring, combining, adding, or deleting of non-academic programs.	President		

Action Item 5d3. Enhance existing programs to assure the work environment for faculty and staff is desirable.	President		
Action Item 5d4. Complete a comprehensive review of the administrative structure and recommend any necessary restructuring.	Vice President for Business Administration Vice President for Academic Affairs		
Action Item 5d5. Ensure that everyone in management positions receives appropriate and ongoing training to improve leadership and management skills.	President Office of Academic Affairs All College Deans All Academic Department Chairs		

Faculty Demographics

This information is based on Fall 2005 faculty data from the 2006 *Fact Book*.

125 full-time faculty
 30% full professors
 48% tenured
 44% are female
 37% of full-time professors are female
 45% of assistant professors are female
 Student/Faculty ratio for fall 2001 is 20.5:1