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EXECUTIVE SUMMARY

“... if South Carolina State University is to reach unparalleled heights, then we, the ‘loyal sons and daughters’ of the University, must ‘rally to her call.’ As we continue to move and work together, the benefits are rapidly coming to fruition. We are rebuilding the walls of South Carolina State University!”

Andrew Hugine, Jr. President, 2001

The keys to building our future through excellence lie in cohesiveness, cooperation, and collaboration. Just as we exercise our rights to vote, we must exercise our participatory rights by giving of time, funds and other resources that will assist the University in carrying out its mission. A great deal of work has been done and a great deal more work is needed.

This 2006-2011 Strategic Plan is a five-year blueprint with which to rebuild the university—a legacy of excellence—that began in 1896 and will endure far into the twenty-first century. To accomplish this task, the SCSU Strategic Planning Council, with input from faculty, staff, students, alumni, and community leaders, has identified seven administrative areas on which to focus: Planning, Management and Evaluation, Academic Infrastructure, Student Life, Administrative & Physical Infrastructure, Human Resources, Research Development and Community Involvement, and Institutional Advancement.

Through these and other initiatives, South Carolina State University will continue its legacy of quality teaching, learning, research, and service, and position itself to become one of the top twenty-five universities among its national peers.
ADMINISTRATIVE FOCUS

Planning, Management and Evaluation – to ensure that all stakeholders are informed, committed and engaged in the process together

Academic Infrastructure – to realign the academic preparation of our students to meet current and future workforce demands and societal needs

Student Life – to assist our students holistically in an enhanced living and learning environment

Administrative & Physical Infrastructure – to offer the most effective and efficient services, facilities and technology in meeting the needs of students, faculty and staff

Human Resources – to provide competent, committed and dedicated faculty and staff to perform the tasks necessary to sustain a high performing university

Research Development and Community Involvement – to increase the knowledge base of the university in support of the local and global communities

Institutional Advancement – to share with stakeholders the benefits of the university and to solicit their support in rebuilding
THE UNIVERSITY

Since its founding in 1896, South Carolina State University has evolved from a small teachers’ college into a major university center of learning, comprised of 160 acres and more than sixty buildings on its main campus.

South Carolina State University is located in Orangeburg, South Carolina, which is centrally located between the capital city of Columbia and the beautiful seaport city of Charleston. The University is one of two land-grant institutions in the Palmetto State and is state-assisted. It draws its students from all over the United States and various foreign countries.

The approximately 4,500 students enrolled at the University have choices of more than fifty different fields of study on the undergraduate and graduate levels. The academic programs are housed in three colleges and one graduate school. The School of Graduate Studies offers programs at the master’s, educational specialist, and doctoral levels. The University also provides undergraduate and graduate courses through Distance Learning and Continuing Education.

In support of its mission as a land-grant institution, South Carolina State University administers an Extension Program of service to the people of the state of South Carolina. In addition to contributing to the economic growth and development, the University makes a special effort to contribute to the intellectual and cultural life of the community through numerous co-curricular offerings and special activities such as lecture series and lyceum presentations.

South Carolina State University supports fifteen NCAA varsity sports, which have brought the Institution more than eighty-five conference championships and seven national titles.

The University also houses Felton Laboratory School, a professional development school with grades K-8 which has received numerous awards for its programs and academic achievements.
MISSION:

South Carolina State University, a senior comprehensive teaching institution, is committed to providing affordable and accessible quality undergraduate and graduate degree programs. This public university with a student population between 4,000 and 5,000 is located in Orangeburg, an area that has a traditional rural, agricultural economy which has expanded to include a business and industrial focus that is national and international in scope. South Carolina State University's 1890 land-grant legacy of service to the citizenry of the state is ensured through its collaborative efforts with local, rural, and statewide businesses, public education, colleges and industry. This symbiotic relationship provides a catalyst that spurs a reciprocal economic and social growth for the University, state, nation and the international community-at-large.

South Carolina State University, founded in 1896 as a historically Black co-educational institution, embraces diversity among its students, faculty, staff and programs. While maintaining its traditional focus, the University is fully committed to providing life-long learning opportunities for the citizens of the state and qualified students of varied talents and backgrounds in a caring and nurturing learning environment.

South Carolina State University, through instruction, research and service activities, prepares highly skilled, competent, economically and socially aware graduates to meet life's challenges and demands that enable them to work and live productively in a dynamic, global society. The University offers sixty baccalaureate programs in the areas of applied professional sciences, engineering technology, sciences, arts, humanities, education and business. A small number of programs are offered at the master's level in teaching, human services and agribusiness, and the educational specialist and doctorate programs are offered in educational administration. Faculty and students participate in research that stimulates intellectual growth, enhances and facilitates student learning and adds to the scientific knowledge base of the academy. Service activities, which are provided through programs related to agriculture, adult and continuing education, research, cultural arts, small business development and other special interest areas, are designed to enhance the quality of life and promote economic growth. These efforts, supported by various applications of technology, are achieved in a climate of mutual trust and respect through methods of scholarly inquiry and scientific research.

The South Carolina State University Mission Statement was approved by its Board of Trustees on December 2, 1997.
Establish a systematic process to maintain accountability for implementation of the strategic plan.

◊ Implement a plan for monitoring and reporting on strategic issues.

Establish a Data Warehouse to support evaluation of performance and management decision-making.

◊ Update procedures for reporting data to organizations that rank and utilize data from SCSU.
◊ Establish a data warehouse.
◊ Provide data analyses for management decision-making.

Ensure effective communication of the University’s mission, vision, and values throughout the organization.

◊ Develop comprehensive communication plan that disseminates strategic plan
◊ Ensure that stakeholders are kept abreast of the status of the strategic plan.

Improve the level of accountability of employees.

◊ Provide regular reports on progress of the Strategic Plan
ACADEMIC INFRASTRUCTURE

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

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

♦ Determine academic effectiveness, program viability, and career potential of graduates
♦ Utilize the results of the Academic Program review.
♦ Develop a process for continuous improvement and evaluation of academic programs and course offerings.

Prepare students to function effectively in a global society.

♦ Increase emphasis on international activities and globalization.

Increase the utilization of technology for academics.

♦ Develop and implement an academic technology plan.

Increase access to academic programs through distance learning.

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

Improve academic quality through enhanced faculty development and scholarly achievements.

♦ Create an infrastructure that promotes faculty development
♦ Demonstrate measurable evidence of faculty participation in governance
COLLEGES AND DEPARTMENTS

**College of Business & Applied Professional Sciences**
- Department of Accounting, Agribusiness & Economics
- Department of Business Administration
- Department of Family & Consumer Sciences
- Department of Health Sciences
  - Department of Military Science

**College of Education, Humanities & Social Sciences**
- Department of Education
- Department of English & Modern Languages
- Department of Human Services
- Department of Social Sciences
  - Department of Visual & Performing Arts

**College of Science, Mathematics & Engineering Technology**
- Department of Biological & Physical Sciences
- Department of Civil & Mechanical Engineering Technology
- Department of Industrial & Electrical Engineering Technology
- Department of Mathematics & Computer Science

**School of Graduate Studies**
- Department of Educational Leadership
STUDENT LIFE

STRATEGIC ISSUE: Enrollment Management

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

¾ Develop and implement a comprehensive enrollment management plan to reach the 8,000 headcount goal by 2014.

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

Provide a holistic living and learning environment for students.

¾ Provide global activities for student body.

¾ Ensure graduate exit interview addresses student centered concerns

Improve the diversity of the student body.

¾ Contribute to closing the gap in educational attainment across ethnic group, gender, income levels, and geographical regions of the state.

¾ Enhance the participation and involvement of international students

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

¾ Maintain full compliance with University, MEAC and NCAA regulations.

¾ Provide support in all areas of student-athlete welfare.

¾ Continue to recruit student-athletes who possess reasonable expectations of academic and athletic success.
¾ Maintain a sound financial base through adequate funding and appropriate management of funds.

¾ Continue to employ coaches and staff, consistent with University and Athletics Department philosophy and standards of integrity and moral conduct.

¾ Continue to support the educational opportunities offered student-athletes with the ultimate objective of graduating every student-athlete.
**ADMINISTRATIVE & PHYSICAL INFRASTRUCTURE**

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

*Review and improve institutional processes, procedures and resource allocation.*

- Examine current institutional processes related to allocation of resources
- Align resource allocation to the strategic plan

*Enhance the use of technology for administrative purposes*

- Review the current status of technology in supporting the academic infrastructure
- Develop on-line learning opportunities for faculty and staff.

*Meet the current and future facilities/infrastructure needs of the University.*

- Maximize use of current university facilities
- Create a class master schedule that meets the program needs of all students
- Develop a space utilization plan that incorporates input from all divisions
- Construct new facilities
- Enhance campus land infrastructure

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

- Provide adequate campus housing for an additional 2,000 students (approximately 100% increase) by 2014.
- Provide adequate facilities for student life, recreation, sports and leadership activities commensurate with projected enrollment growth.


**HUMAN RESOURCES**

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

*Improve the University’s ability to attract, recruit, and retain personnel appropriate to the positions and responsibilities needed by the University.*

- Develop and implement advertising practices.
- Establish competitive salary and benefits policies and practices.
- Provide faculty and staff to accommodate student enrollment

*Improve the productivity and quality of employees.*

- Examine roles and responsibilities of staff.
- Demonstrate opportunity for staff participation in governance
- Promote and utilize a flexible work schedule
- Enhance the general orientation program for new employees
- Establish a viable employee development program

*Improve customer satisfaction as a result of periodic assessments.*

- Increase campus wide communication for customer service week
- Increase staff development opportunities in customer service
RESEARCH DEVELOPMENT AND COMMUNITY INVOLVEMENT

STRATEGIC ISSUE: Enhance the role of research in supporting SCSU’s internal and external goals.

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

◊ Become more competitive in research.

STRATEGIC ISSUE: Significantly enhance and improve the university’s image through increased community involvement.

Increase partnerships and collaborative efforts to strengthen community, governmental, and international relation.

◊ Enhance the University’s partnerships with local industries and manufacturers.

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

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

Improve the effectiveness of the 1890 Research and Extension Program’s integration and support of teaching, research, extension, and public service.

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

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

◊ Use JECUTC’s funds to conduct research and provide technical assistance to rural and small communities in South Carolina.
◊ Seek additional funding to continue transportation services.
◊ Establish collaborative community partnerships throughout the state to promote and support the development of rural transportation services.
**Improve the quality of life of citizens and the economic development of the region**

◊ Enhance faculty and staff involvement in the community – adding to the quality of life
◊ Assess the needs of the local community and adjust program activities accordingly.

**Research**
Bamberg-Calhoun-Orangeburg Math/Science Hub (BCO)
Center for Network Resources and Training (CNRT)
Instructional Research & Development Center (IRDC)
Stanback Planetarium & NASA Regional Teacher Resource Center

**Centers of Excellence**
Biology Center Of Excellence - Savannah River Field Station
National Summer Transportation Institute
Southern Rural Transportation Center
University Transportation Center

**Improve the effectiveness of the Office of Sponsored Programs in leadership, facilitation and oversight of the University’s research program.**

◊ 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.
◊ Broaden the research funding base of the University to include a broad spectrum of federal agencies, corporate and private foundations, state and municipal funding sources.
◊ Establish mutually beneficial (long-term) research partnerships and collaborations with major corporations and other educational institutions.
◊ Restructure the OSP to be more responsive to the external research environment.

![Five-Year Comparison of Total Research Funding](image)

INSTITUTIONAL ADVANCEMENT

STRATEGIC ISSUE: Raising More Money

Increase fundraising goals to advance the mission of South Carolina State University.

- Raise $30 million in 5 years
- Strengthen Annual and Planned Giving Campaigns
- Develop Planned Giving Program

STRATEGIC ISSUE: Identify and promote the University’s competitive advantages (niche(s) in academic and non-academic areas of excellence)

Identify and promote SCSU’s competitive advantages for marketing and improve SCSU image to attract more contributions and build donor’s confidence.

- Continue to utilize appropriate marketing strategies to promote SCSU
- Identify academic areas that will serve as leads in promoting the University’s academic programs.
- Identify non-academic areas of the University that help to promote SCSU
- Improve SCSU image to attract more contributions and build donors’ confidence

Top 100 Degree Producers 2006
Diverse Issues in Higher Education- June 1, 2006

TOP 5 SOCIAL MOBILITY UNIVERSITIES

#1. South Carolina State University
INTEGRATED PLANNING PROCESS

ASSESSMENT
- ENVIRONMENTAL SCAN
- REVIEW REPORTS
- SWOT ANALYSIS

STRATEGIC PLAN
- VISION
- MISSION
- GOALS
- OBJECTIVES
- STRATEGIES
- FINANCIAL PROJECTIONS

OPERATIONAL PLAN
- IMPLEMENTATION UNIT
- GOALS/OBJECTIVES
- PERIODIC REPORTING

RESULTS MANAGEMENT
- RESULTS UTILIZATION
- RESULTS OF RESULTS
- FINAL REPORTS

2004-2006 STRATEGIC PLANNING COUNCIL

Dr. Andrew Hugine, Jr., President
Mr. Gary Davis, Consultant
Westinghouse Savannah River Company

Dr. Rita J. Teal, Co-Chair
Executive Director
Institutional Effectiveness

Ms. Joyce Green, Co-Chair
Executive Director, Administration and Continuous Improvement

Mrs. Shondra Abraham
Executive Assistant to the President

Ms. Betty Boatwright, Director
Institutional Research

Dr. Hector Butts
Faculty Senate President, 2004-2005

Dr. Mary E. Cheeseboro, Interim
Associate Vice President Academic Affairs

Ms. Mechelle English, Vice President
Institutional Advancement

Dr. Jackie Epps, Director
Career Development Center

Dr. Evelyn Fields
Faculty Senate President, 2005-2006

Lt. C. Anthony Frederick
Professor of Military Science

Ms. Christine Glover, Internal Auditor

Dr. Saundra H. Glover, Vice President Research & Economic Development

Mr. Derrick Green, Staff Senate President

Ms. Anna Haigler, Director
Human Resource Management

Mrs. Charlene Johnson, Athletics Director

Dr. Carl E. Jones, Executive Director, Student Success and Retention Program

Mr. Matt Kimbrough, President
Student Government Association

Mrs. Mahalia Levine-Sinclair, Board of Visitors

Dr. Kenneth Lewis, Dean
College of Science, Math & Engineering Technology

Mr. Cedryc Logan, Director of Facilities

Dr. Suresh Londhe, Interim Dean
Business & Applied Professional Sciences

Ms. Patricia B. Lott,
President, National Alumni Association

Mr. Elbert Malone, Interim Assistant Vice President, Sponsored Programs

Dr. Leonard McIntyre, Dean
Education, Humanities & Social Sciences

Ms. Erica Prioleau, Director
University Relations & Marketing

Ms. Leslie Rech, Assistant Professor of Art

Dr. Jo-Ann Rolle, Vice President, Academic Affairs

Dr. Kevin Rolle, Vice President
Student Affairs

Mr. John Smalls, Senior Vice President,
Finance and Management

Dr. Thomas Thompson, Dean
School of Graduate Studies

Ms. Roblena Walker, Miss SCSU 2005-2006

Mr. Howard Walls, Loaned Executive
Westinghouse Savannah River Company

Dr. John Williams
Professor of Physics