

YEAR 1: 2014-2015 REPORT



OF THE 2014-2019 STRATEGIC PLAN

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INTRODUCTION

The South Carolina State University Strategic Plan Report represents accomplishments achieved during the 2014-2015 fiscal year in addressing the university's strategic goals in this first year of the 2014-2019 Strategic Plan. The 2014-2019 Strategic Plan was completed in late summer 2014 and approved by the SC State University Board of Trustees in fall 2014. In addition, a statistical comparison table is included at the end of this report reflecting a comparison of changes that occurred during this fiscal period and 2013/2014.

Information in this report was compiled by the Office of Planning and Assessment from the 2014-15 academic and administrative departments' annual reports and other university documents.

SC State University continued to address several challenges over this past year. Of significant importance is that the University was placed on Probation in July 2014 by its regional accrediting body, the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) and then experienced a change in the presidency and Board of Trustees. The interim president, Dr. W. Franklin Evans, formerly Interim Provost, was selected in February 2015, followed by the appointment of a new Board in May 2015 by the governor and several legislators.

Through all of the challenges and personnel and organizational changes, the University continued a high level of performance as evidenced by: its achievements during the year; maintaining accreditations of academic programs and support programs; continuation of outreach services throughout the state; promoting productive scholarship through research and publishing by faculty; and continuing to produce graduates who seek post-graduate study and/or enter the job market.

Rita Jackson Teal, EdD
Executive Director of Institutional Effectiveness

VISION STATEMENT

South Carolina State University will be recognized as one of the highest performing universities among our peers producing globally competitive graduates.

CORE VALUES

Access - accessible and affordable

Excellence - commitment to excellence as its top priority

Integrity - a solid reputation of integrity

Opportunity - fulfill career dreams and goals

Respect - climate of mutual trust and respect

MISSION

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

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

ACCOMPLISHMENTS

Goal 1. Promote and Sustain a Student-Centered Environment

SC State University continues to promote and sustain a student-centered environment through enhanced recruitment and marketing strategies. Although enrollment decreased this year over the past year, focus remained on student achievement, retention and graduation through the provision of those services and co-curricular learning experiences that enhance the total development of students. Students were involved in professional meetings and conferences; acknowledged for their academic excellence through induction in national honor societies; participated in various competitive events; and provided support through special seminars and workshops. Listed below are examples of activities and services that reflect the achievements during the 2014/15 academic year that were designed to assist and engage students during their matriculation at the University.

- ◇ The Citizens for Nuclear Technology Awareness presented Orangeburg native Valerie Nwadeyi the 2014 Robert Maher Memorial Scholarship, a \$5,000 award during the organization's signature event, the 23rd Edward Teller Lecture Series, held on October 20 in Aiken, S.C. Nwadeyi, a junior nuclear engineering major at SC State, was recognized for her superior academic record. Nwadeyi, who boasts a 3.8 grade point average, plans to pursue a career in nuclear forensics. 
- ◇ Sixteen (16) Family and Consumer Sciences Students were inducted into the Kappa Omicron Nu Honor Society
- ◇ 101 South Carolina State University student-athletes were named to the 2014-15 Mid-Eastern Athletic Conference (MEAC) Commissioner's All-Academic Team.
- ◇ The Career Center contributed to another successful Career Day Extravaganza in support of our student career development efforts. During this event, students were able to engage and network with employers and graduate schools in reference to career opportunities. Over **310** students participated in the event this year. A combined 56 Employers and Graduate Schools participated in the event.
- ◇ The Office of International & National Student Exchange Program (OINSEP) provided global awareness opportunities to the university by hosting several culturally diverse events and programs during the 2014/15 fiscal year. These events and programs included: Hispanic Heritage Month Program, CHINA Town Hall program, South Korean Showcase, Nigerian Showcase, Foreign Film Festival, International Showcase, Four "Say My Name" Language Translation Cultural Events (Serbian, Amharic, Arabic, Devangari Script), Chinese New Year Showcase,

International Women’s Day Program, Caribbean Showcase, and International Jazz Day Concert.

- ◇ Bridget Thomas, a senior civil engineering technology major was crowned the 2014 Miss Palmetto Capital City Classic during the Media Luncheon and Press Conference held in Columbia, S.C. on August 26. After placing second in the running for the title last year, Thomas knew that she wanted to run again, and is excited to bear the official hostess title this year. “I’m excited that I won. It means a lot to me. Growing up, I was always shy, and this opportunity allows me to step outside of my comfort zone,” stated Thomas.



Dr. Tamara Hughes, interim VP of Student Affairs, l, joins Coach Emeritus Willie Jeffries, r, as he crowns Bridget Thomas, 2014 Miss PCCC.

- ◇ Several health-related activities and programs were sponsored to empower students at SC State University to keep abreast of current health issues as well as providing information which will allow students to make the appropriate lifestyle behavior to promote their health and wellness now and in the future: Blood Drives with the American Red Cross and the Regional Medical Center; Sickle Cell Anemia Annual Walk; World AIDS Day-Awareness Carnival; collaborative effort with Orangeburg Alumnae, Alpha Xi and Gamma Chi Chapters of Delta Sigma Theta Sorority, Inc. and the *Regional Medical Center for women’s heart health awareness for campus and community; and HIV/AIDS 1st Annual Walk/Run.

- ◇ Members of the SC State University Marching 101 Band were named to the 17th



l-r, standing: Dante Jones, Christopher Hill, Ryan Moton, Jr. Alonzo Julien, Patrick Smith and Keith Roach; l-r, seated: Shalonda Smith and Sheri Jennings)

annual S.C. Collegiate Honor Band. The eight SC State students were chosen among 16 South Carolina colleges and universities for the prestigious honor. The 2015 SC State Collegiate Honor Band participants are: Dante Jones (freshman, music education, Christopher Hill (sophomore, music education); Ryan Moton Jr. (senior, music education); Alonzo Julien (sophomore, English); Patrick Smith (junior, marketing); Keith Roach (sophomore, music

education); Shalonda Smith (sophomore, mechanical engineering); and Sheri Jennings (sophomore, business).

- ◇ The School of Business implemented a Recruitment Plan in September to include a Recruitment Committee and a Student Ambassador Program. Faculty and students visited 21 high schools in South Carolina and collected more than 300 applications. In addition, the School hosted a Counselor workshop that included counselors from 15 schools.

- ◇ SC State Athletic teams hit NCAA APR mark - For the first time since the inception of the Academic Performance Progress Rate (APR) in 2003. All 14 athletic teams at South Carolina State have met or exceeded the 930 NCAA single-year benchmark as noted in the score report for the 2013-14 academic year.
- ◇ Demek Kemp finished 4th in the USAT&F Junior Championships to qualify for the Pan American Junior Track & Field Championships as a member of the relay pool held in Edmonton, Canada (Aug. 2nd).
- ◇ SC State's 2015 Bulldog Football signing class was one of the largest in school history, which included 29 prospects. This year's class was named Top Recruiting Class by Box-to-Row.
- ◇ Over 120 programs/events were based on the Residence Life programming model which targets academic success, life skills, social skills, physical, mental, and emotional health, and civic engagement.

Goal 2. Enhance Academic Programs and Unique Niches

Progress of academic programs continues and was evidenced by the continued accreditation of the business programs and initial approval of several new programs in various disciplines. Faculty and student accomplishments as interns, study abroad participants, presenters and continued scholarship achievements demonstrate the diverse learning opportunities that result from the university's preparation through its academic programs.

- ◇ SC State is the only HBCU in South Carolina with AACSB accreditation of its business programs and among only 5% world-wide with this distinction.
- ◇ The School of Business completed a proposal to expand the MBA program with a new track in Healthcare Management to include courses at the Low Country Graduate Center in Charleston.
- ◇ Ed. S. (District/Superintendent) went through a SPA review. Results: A Conditional Status was given, final submission will be September 15, 2015.
- ◇ The BS in Industrial Engineering Technology program has been modified to BS in Industrial Engineering which was approved by CHE in February 2015 and scheduled to begin in fall 2015.
- ◇ Dr. Ali Akbar Eliadorani, associate professor and interim chair of the Department of Civil and Mechanical Engineering Technology and Nuclear Engineering, recently earned certification as a



professional land surveyor, adding to his growing list of academic and professional accomplishments. Eliadorani, who already holds his Ph.D. in civil



Temarrick Hemingway Claudia Thompson

engineering and professional engineering (P.E.) license, received his Professional Land Surveying (PLS) license on May 22. According to the South Carolina Board of Landscape Architectural Examiners and Soil Classifiers Registration Program, Eliadorani made history as the first

recorded Ph.D., P.E. and PLS certified professional in the state.

- ◇ South Carolina State University senior, professional English major Howard K. Rhodes traveled to China with the Congressional Black Caucus Foundation, Inc.'s (CBCF) Emerging Leaders: U.S.-China Study Abroad Program. Rhodes was among 19 students from various U.S. colleges and universities in the Marcia L. Fudge Inaugural Cohort that visited Beijing, Hangzhou and Shanghai this summer.



Rhodes with students he met during his visit..

- ◇ SC State University will be the first higher education institution to participate in a new internship program created by the Charleston County Aviation Authority for Charleston International Airport and its two general aviation airports on Johns Island and in Mount Pleasant. The program is designed to give students from diverse cultural and socioeconomic backgrounds the opportunity for hands-on experience in airport operations and management. It also furthers the Aviation Authority's commitment to cultivating and recruiting a diverse workforce through community and educational outreach. Two South Carolina State students have been selected as the first to participate in the program. Temarrick Hemingway of Loris, S.C., and Claudia Thompson of Dillon, S.C. were chosen from among five finalists.

- ◇ Dr. Delindus Brown, professor of communication, and Chia-Wen Huang, visiting scholar and instructor of Mandarin Chinese at Felton Laboratory School, shared their on-going research with colleagues at the National Communication Association Convention (NCA), in Chicago, Ill., on Nov. 22 after presenting their research in Japan and Portugal.



Dr. Delindus Brown Chia-Wen Huang

- ◇ The Executive Speaker Series (ESS) brings executive to campus on a weekly basis to engage students in a business related topic through a roundtable discussion and lecture.

- ◇ Christopher Toney, a senior social work major at SC State University and a former member of the United States Marine Corps was able to gain first-hand experiences for life after college during a ten-week summer internship with the Department of Veterans Affairs in Topeka, Kan. The internship was a fully funded position that included travel, housing, accommodations and a \$3,500 paid stipend.



- ◇ Myles McKay a Senior Physics/Astronomy Major at SCSU interned summer 2015 at the Space Telescope Science Institute in Baltimore, Maryland.

- ◇ Dr. Thomas Dempster, assistant professor of music at SC State University, recently received the 2014 South Carolina Music Teachers Association (SCMTA) Composition Commission on Nov. 7. Selected from a pool of applicants from across South Carolina, Dempster's compositions and proposal for a new work persuaded a distinguished jury to award him the commission. The winning work, "Congaree Voices," premiered on Nov. 7 at the 2014 SCMTA Convention at Anderson University in Anderson, S.C.

- ◇ Ursula O. Robinson, assistant professor of visual and performing arts, presented her production, "SKINNY: One Woman's Journey to FATTT," at the third annual Atlanta Black Theatre Festival (ABTF) in Atlanta, Ga. The play was among 40 theatrical performances featured during the festival's four-day run, which began Oct. 9. Robinson's one-woman show won the ABTF's Best Author Award.

Goal 3. Develop and Maintain a Financial Structure that Ensures a Balanced Budget and Creates Reserve Funds.

A major emphasis at S.C. State University is to provide the necessary resources for the university to operate efficiently, to provide financial support to students and to ensure that faculty and staff make the most efficient use of available technology in operations through continuous training. Enhancement of financial controls, continuous training of personnel, fundraising and working with vendors to reduce debt were the foci during the 2014/15 fiscal period.

- ◇ The overall budgeting process was modified to reflect a more accurate accounting of the university's available and projected revenues and expenditures.
- ◇ UCITS upgraded Blackboard Learning Management System to current version to provide faculty access to more robust teaching tools and media.
- ◇ Individual and small group training sessions were held for faculty.

- ◇ UCITS continued training in the use of “smart” classroom technologies when requested by faculty.
- ◇ The School of Business generated more than \$15,000 from its INSPIRE fundraising campaign.
- ◇ The SC State University National Alumni Association contributed \$100,000 in scholarship funds to SC State, university officials announced Tuesday during a press conference held at the South Carolina State House. The sizeable donation, which was contributed in support of the university’s three-year capital campaign, *Preserving the Legacy*, is the association’s first endowed scholarship fund.
- ◇ Brooks Health Center was the recipient of a \$10,000 grant to provide training for students. Students were selected for Student Health Advocates and Peer Educator (SHAPE) to plan and implement activities and programs on campus regarding HIV/AIDS. Training was provided in collaboration with SC Department of Health and Environmental Control, Hope Health, Inc.
- ◇ SC State University won a \$25,000 grant in May 2015 after competing against 21 other Historically Black Colleges and Universities (HBCUs) in the Home Depot RETOOL YOUR SCHOOL (RYS) Challenge. The money will be used to enhance the K. W. Green Student Center. The Home Depot RETOOL YOUR SCHOOL competition provides support for campus improvement projects at HBCUs.
- ◇ A South Carolina philanthropist from Columbia, Rev. Dr. Solomon Jackson Jr., made a \$120,000 donation of what he says may lead to more contributions to SC State University in the future. The contribution supports the purchase of a 54-passenger bus, which will be used to transport athletic teams to competitions and members of student organizations and other auxiliary groups to conferences and other special events.
- ◇ In June 2015, SC State University’s request to extend repayment of a \$6 million loan was granted by the S.C. Budget and Control Board during its meeting. South Carolina State, under the original terms of the loan, was required to pay back the money by June 30, a little over one year after the Budget and Control Board approved the loan last April to help the university regain its financial footing. The university now has until 2020 to repay the loan.

Goal 4. Strengthen the University’s Level of Accountability and Efficiency

SC State University continues to assess its operations in order to maintain compliance with all oversight and accrediting associations, rules, regulations and policies. Critical during 2014/15 was the preparation and presentation to the Southern Association of

Colleges and Schools Commission on Colleges Committee on Compliance and Reports to continue SC State on probation for Good Cause. Actions taken during the year to address various deficiencies within the university and the presentation by members of the university were instrumental in the success of this activity. In addition, several academic programs were reviewed by their respective accrediting bodies and policies and procedures were modified. The results are listed below.

- ◇ The nuclear engineering program received notice of its reaccreditation in 2014. The program will be up for review in six years (2019-2020).
- ◇ The Social Work program was granted full reaffirmation status in 2014.



- ◇ The School of Business programs, which include undergraduate programs in accounting, agribusiness, economics, marketing and management as well as the MBA program, completed a sixth year review by AACSB – International in AACSB Accreditation. In April, accreditation was maintained for another 5 years.
- ◇ Assessment results were used to restructure the content of the Introduction to Business course to include technology and mathematical skills.
- ◇ Judicial Affairs revised and completed the Student Code of Conduct.
- ◇ The Nutrition Option of the Didactic Program in Dietetics has been placed on probationary status by the Accreditation Council for Education in Nutrition and Dietetics (ACEND®) of the Academy of Nutrition and Dietetics.

Goal 5. Improve the University's Image through Greater Accountability, Enhanced Outreach and Partnerships

Improving the university's image was of paramount importance with the university being on probation and later being threatened with closure. Changes in leadership in the presidency and board of trustees was only the beginning to revitalize the university's status within the community and the state. Providing information to stakeholders about the positive aspects and attributes of the university occurred, not only through media, but through enhancing outreach opportunities and partnerships. The following will highlight some of the results of the outreach and partnership initiatives.

- ◇ SC State University released in September 2014 the findings of a preliminary study examining the institution's impact on the South Carolina economy. According to

the study, conducted by the university's School of Business, SC State has an impact of about \$187 million on the state's economy.

- ◇ As the recipient of a nearly \$2 million grant, SC State University is poised to help address one of the nation's most critical workforce needs. The university will use the funding to train cybersecurity professionals who will be adept at stopping hacker attacks. The funding is part of a \$25 million grant awarded by the U.S. Department of Energy to support cybersecurity education over the next five years. The grant will support the efforts of a newly formed cybersecurity consortium comprised of 13 Historically Black Colleges and Universities, two national laboratories and a public school district.
- ◇ The Career Center met with representatives from the CIA, BI-LO, BMW, Boeing, Verizon and SMX/Amazon to strengthen the partnership/relationship and develop additional career opportunities for students. As a result of these initiatives, students are receiving scholarships and career opportunities.
- ◇ The Office of International and National Student Exchange Programs (OINSEP) promoted the objective to increase diversity in academic programs by partnering with the ALLEX Foundation to bring a teaching fellow to the university to teach Chinese classes.
- ◇ SC State University and the United States Army Corps of Engineers (USACE), Charleston District renewed a partnership agreement that provides STEM opportunities for university students and faculty. The three-year agreement was initially established in 2011. The mutually beneficial partnership was established because both organizations recognized that science, technology, engineering and mathematics will enhance the future political and economic well-being of the nation.
- ◇ The School of Business implemented a Bulldog Small Business Student Consulting (BSBSC) program in collaboration with the Small Business Development Center to assist local businesses with marketing, branding strategies, accounting and other issues. The BSBSC conducted a branding evaluation for Orangeburg entrepreneurs Rachelle Jamerson-Holmes and her husband Fred. The Holmes, who own Thee Matriarch Bed and Breakfast, Meeting and Special Events Venue, are working to reposition their business as a destination of choice for relaxing getaways, business meetings, reunions, weddings and receptions.
- ◇ Student-athletes participated in *Read with a Bulldog* – Reading program targeting elementary school students.



- ◇ The School of Business provided 20 gift bags for women at the CASA shelter in Orangeburg.
- ◇ South Carolina State University and Orangeburg-Calhoun Technical College were awarded a three year grant by the NSF under the HBCU-UP program. The title of their project: "Targeted Infusion Project: Piloting a Physics Partnership", was awarded in July 2013, NSF Award HRD 1332449. Dr. Donald Walter, the Principal Investigator for the project, presented a summary of the work to date at the February 2015 meeting of HBCU-UP/CREST PI/PD.

Statistical Comparisons

The following data provides a comparison of accomplishments during the 2013/14 and 2014/15 fiscal years. This information should be used to identify initial direction of trends.

Associated Goals	Performance Measure	2013/14	2014/15
Promote and Sustain a Student-Centered Environment			
1	Fall Enrollment (F2013 vs F2014)	3,463	3,331
1	Number New Freshmen Applied (F2013 vs F2014)	1,999	2,911
1	Number New Freshmen Enrolled (F2013 vs F2014)	566	641
1	Percentage of total enrollment receiving financial aid (Pell, SEOG)	84%	85%
1	Number of students enrolled receiving Pell grants	2,295	2,072
1	Percentage of students enrolled receiving Loans	85%	84%
1	Retention Rates of All Students Fall to Spring	87.5%	86.3%
1	Retention Rates of All Students Fall to Fall (F12-F13 vs F13-F14)	73%	73%
1	Retention Rates of New Freshmen Fall to Spring	86.2%	87.5%
1	Retention Rates of New Freshmen Fall to Fall	60.7%	62.4%
1	Number of Degrees Awarded	738	629
1	Graduation Rate for F2007 vs F2008 Cohorts	35.7%	38.2%
1	Graduation rates for Student-Athletes (F2007 vs F2008 cohorts)	71%	51%
1	Performance of Graduating Education majors on Professional Exams (PRAXIS II)	100%	100%
1	No. Students received External Awards	53	45
1	Percentage of Students received Academic Honors & Awards	24%	27%
1	No. student-athletes named to the Mid-Eastern Athletic Conference (MEAC) Commissioner's All-Academic Team	96	101
1	No. campus events promoting diversity	21	26
1	No. Students participated in Study Abroad	3	1
1	No. Students engaged in Research	266	212
1	No. Students presented at External Conferences	77	34
1	No. Job Offers/Placement through Career Center	100	74
1	No. students participating in Career Day Extravaganza	350	310
1	Number employers participated in Career Day Extravaganza	74	56
1	Percent Housing Occupancy (fall semesters)	73.1%	80.7%
1	No. workshops, seminars through Health Center and Career Center	17	34
Enhance Academic Programs and Unique Niches			
2	No. academic programs applied for / received reaffirmation of accreditation	1 / 1	2 / 2
2	Senior Exit Survey Ratings (Excellent or Good) of the Quality of Academic Programs	81%	85%
2	Rank in Diverse Issues in Higher Education, top 100 Degree Producers: Baccalaureate (African Americans) in Engineering Technologies and Engineering	#6	#9
2	Rank in Diverse Issues in Higher Education, top 100 Degree Producers: Baccalaureate (African American) in Family & Consumer Sciences/Human Sciences	#5	#4
2	Rank in Diverse Issues in Higher Education, top 100 Degree Producers: Baccalaureate (African Americans) in Communication Disorders Sciences and Services	#10	#4

Associated Goals	Performance Measure	2013/14	2014/15
2	Rank in Diverse Issues in Higher Education, top 100 Degree Producers: Baccalaureate (African Americans) in Physical Sciences	#21	#23
2	Rank in Diverse Issues in Higher Education, top 100 Degree Producers: Masters (Total Minority) in Communication Disorders Sciences and Services	#8	#5
2	Rank in Diverse Issues in Higher Education, top 100 Degree Producers: Masters (Total Minority) in Rehabilitation and Therapeutic Professions	#7	#2
2	Rank in Diverse Issues in Higher Education, top 100 Degree Producers: Doctoral-Research (African American) in Education	#52	#11
2	No. on-line courses offered	24	16
2	Number of books published by faculty	15	6
2	No. articles published by faculty	72	21
2	No. faculty made presentations at professional meetings	94	44
Develop and Maintain a Financial Structure that Ensures a Balanced Budget and Creates Reserve Funds.			
3	In-state tuition and Required fees full-time undergrad	\$9,776	\$10,088
3	Out-of-state tuition and required fees full-time undergrad	\$18,910	\$19,856
3	Total Research Grant Amounts Awarded	\$14,473,401	\$12,452,196
3	Fund Raising (July 1- June 30)	\$2,533,273	\$2,090,892
3	No. Professional Development Seminars conducted through the Teaching & Learning Program	11	26
3	Teaching & Learning Professional Development Seminar survey results rated Excellent	36.4%	57.7%
Strengthen the University's Level of Accountability and Efficiency			
4	Average Univ. Characteristics & Quality Survey Results by fall graduating seniors (excellent or good)	77%	69%
4	Average Univ. Characteristics & Quality Survey Results by spring graduating seniors (excellent or good)	71%	70%
4	No. academic programs accredited	14	14
4	No. administrative units in the final stage of the assessment process for the most recent fiscal period as of 09/01	34%	11%
4	No. academic programs in final stage of the assessment process for the most recent fiscal period as of 09/01	15%	36%
Improve the University's Image through Greater Accountability, Enhanced Outreach and Partnerships			
5	Washington Monthly magazine ranking in Service (ROTC) (Fall 2013 and 2014)	8/284	6/277
5	No. newspaper articles published from PR office	420	442
5	Number of articulation agreements with external agencies with the 1890 Extension & Research	22	20
5	No. faculty engaged in research through 1890 Research	18	18
5	No. Different Outreach Activities Sponsored by 1890 Extension	258	246
5	No. individuals served in outreach activities through 1890 Extension	11,796	7,123

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