

South Carolina State University

Orangeburg, South Carolina

Year 2 - Summary Report
(July 1, 2007 - June 30, 2008)

of the

2006-2011
STRATEGIC PLAN

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INTRODUCTION

The South Carolina State University Year 2 Summary Report represents progress achieved between July 1, 2007 and June 30, 2008 in meeting the goals and objectives of the 2006-2011 Strategic Plan. Objectives that were completed during the first year of the Strategic Plan are so noted. More information is detailed in quarterly reports submitted throughout the fiscal period.

Information in this report was provided by department chairs, deans, and directors through their team leaders and compiled by the Office of Institutional Effectiveness for distribution.

The 2007-2008 fiscal period experienced a significant change in senior administration with the ending of the term of the ninth president, Dr. Andrew Hugine, Jr. followed by the selection of Dr. Leonard McIntyre as Interim President in December 2007 through June, 2008. With this change also came changes in team leaders as interim vice presidents were selected in January 2008. However, these changes did not diminish the commitment of the University to accomplish its goals as evidenced throughout this report. The names and titles of team leaders are found on page 21.

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 quarterly 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**

The Managing Student Growth Task Force was established by Interim President McIntyre to enhance the utilization of data analyses in the enrollment process. This committee reviewed data from all areas of the University to identify needs that had to be addressed to ensure that new and returning students had sufficient courses, housing, and support services for the next academic year and beyond.

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 quarterly reports are 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.

Communication strategies to share information on the status of the strategic plan include written and oral reports.

GOAL 4: Improve the level of accountability of employees.

1. Provide regular reports on progress of the Strategic Plan

Quarterly reports were submitted to the Board of Trustees at the September and March meetings. The previous year’s annual report was submitted at the December meeting of the Board. Quarterly reports were distributed to all campus departments in September and March and the previous year’s annual report in December.

To ensure that personnel actions support the strategic plan the following notice was sent from the Office of Human Resource Management: “This notice also serves as a reminder that the EPMS Planning Stage must be completed for calendar year 2008 (January 1, 2008 – December 31, 2008). The **University’s Strategic Plan Action Goal 4.1.e** states “**Include at least one objective on each employee’s evaluation that links to the goals, objectives, and/or activities of the Strategic Plan.**” Therefore, when completing the EPMS Planning Stage please make note of which objective has been included to satisfy Goal 4.1.e.”

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# ACADEMIC INFRASTRUCTURE

## *KEY ISSUE: Alignment of academic programs with market*

**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.**

The Education Commission of the States completed and submitted a final report on its review of SCSU academic programs to the SC State Board of Trustees at their June 2007 retreat. In response to this report, various academic departments began to identify market trends and future state needs. A few areas where there continues to be a need within the state include teachers, nurses, rehabilitation counseling, and communications. Low producing programs began an upward trend in enrollment in several areas due to new initiatives by the departments.

Program assessment is an ongoing activity. Several significant changes that have been made as a result of these assessments include the following: to address ET students move into engineering fields, a joint BS in Industrial Engineering program with Clemson University was introduced; changes to exemptions and timelines for the English Proficiency Examination to benefit seniors and the Education majors were completed; and suggestions for the library included more hands-on instruction using computers, a tour of the library, smaller instructional space vs. MLK, and provide advanced library training for University 101 faculty. Although results from the Academic Review are still being discussed by the colleges and School of Graduate Studies, listed below are a few of the initiatives that began in 2007/08.

- Colleges began to identify performance indicators that are aligned with program standards. Determination will be made to ensure that performance indicators are in specific courses to enable all students to demonstrate performance standards by the end of their program.
- Courses are offered using the traditional methods, online and multi-platform formats. No complete programs are offered at a distance. Teaching is augmented with hands on experiences, field, clinical, practicum, and internship experiences in order to foster student success.
- Students participated in state, regional, and national competitions and presented papers at professional conferences. Business students participated in Roundtable Discussions with the Executive Speakers, enhancing a real world perspective.
- PASCAL Delivers – rapid book delivery service through interlibrary loan; a component of the SC statewide electronic academic library; rollout was in August 2007 at the Whittaker Library
- The College of Science, Mathematics & Engineering Technology began developing the curriculum for the Professional Land Surveyor (PLS) degree program based on the fact

that the average age of PLS's in South Carolina is 56, and recent legislation mandates a four-year degree in SC.

**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.**

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. Data is available to identify programmatic trends, strengths, and weaknesses.

The teacher Education and Nursing Programs offer preparatory courses for students to develop competencies related to passing the PRAXIS I and NCLEX exams.

Student success on PRAXIS for school administration currently exceeds 85% pass rate and is better than or comparable to, other institutions in the state. A program quality committee was created in the Department of Educational Leadership to address issues relating to licensure exam pass rates and the relevancy of Ed.S. and Ed.D. degree program offerings.

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

**1. Increase emphasis on international activities and globalization.**

The agribusiness faculty members are working under a grant to internationalize the agribusiness program. The Department of Business Administration is working under a CIBER grant to internationalize all business programs. One option under consideration is an international business minor.

In November, the School of Graduate Studies coordinated the visit of six international visitors sponsored by the United States Department of States. The countries represented were Bosnia-Herzegovina, Cambodia, Jamaica, Oman, Samalia, and Afghanistan.

**GOAL 7: Increase the utilization of technology for academics.**

**1. Develop and implement an academic technology plan.**

The University has increased the number of courses offered online and at a distance. Discussions began to redesign the Educational Technology Services area.

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

Enrollment Management, University Computing and the Registrar's Office have had a second presentation on the Master Class Scheduler and have presented a justification to purchase the Astra Scheduler. The requisition has been completed and submitted to the Vice President for Student Affairs for a University purchase as a sole source.

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

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

Instructional delivery is currently offered through face-to-face lecture, web-enhanced, email, video-conferencing, power-point, experiential, and combinations of these methodologies.

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

**1. Create an infrastructure that promotes faculty development.**

Faculty continue to participate in professional workshops, conferences, and committees. The revised New Employee Orientation Program has been applied to new faculty as well as new staff employees. Beginning Fall Semester 2007, orientation related specifically to faculty roles and responsibilities was provided by the Academic Affairs administration.

**2. Demonstrate measurable evidence of faculty participation in governance.**

Faculty members are represented on all university-wide committees. The President of the Faculty Senate served on the Budget Committee during 2007/08. The Faculty Senate President also serves as an ex-officio member of the Board of Trustees.

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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.

The University implemented a zero-based budgeting process to improve the budgeting process. Results of the human resource audit are ongoing and adjustments were made as needed. FTE student and faculty data have been incorporated into the zero-based budgeting process to insure that funds are allocated where needed.

2. Align resource allocations to the strategic plan.

As part of the budgeting process, information was provided for each account that prioritized allocations related to achieving strategic plan goals and objectives. Internal budget audits were conducted periodically to determine projected changes and needs.

Each quarter the budget office analyzed and prepared a budget to report for both revenues and expenditures. This report was given to the President, Cabinet and Board.

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

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

All of the campus classrooms and offices in academic buildings have wireless access. All faculty computers have internet access. Faculty access is available to take advantage of on-line training.

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

Support was provided for and exposure to training opportunities via internet (e.g., virtual meetings, online workshops, etc.). Various internet training offerings were reviewed to decide the most appropriate and efficient modules to be offered in a given timeframe. Courses and on-line account management tools are user-friendly and are excellent resources for those who prefer the on-line learning methodology.

To date EPMS and Sexual Harassment Training courses are offered on-line. The Professional Development Program includes both classroom and on-line courses which address the needs

articulated by the needs assessment survey. The program and all of its components were finalized and the program publicized.

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.

A consultant will be identified to provide update drawings, confirm measurements, assess suitability of space in terms of the designed use, etc. CHE has developed standards for all SC institutions using national and state peer institutions. A meaningful comparison will be made by the consultant.

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

Betty Jenkins has been designated as the Space Coordinator. The SC Commission Space Standards and Utilization policy is utilized in developing a plan. A security plan to adequately monitor campus facilities and usage is still ongoing.

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

The Board of Trustees approved the borrowing of \$5 million from the Equipment Leasing funds maintained by the State Treasurers' office to address facilities needs. Studies are being completed for Turner, Mays I and Mays II, Washington Dining Hall and the Library to determine the exact replacement HVAC Units for those buildings.

The entire Library, MLK Auditorium, Belcher Hall, Nance Hall, and Administration Building were steam cleaned along with many other minor repairs. Extensive improvements were made at MLK Auditorium, Nance Hall, Student Union and the Administration Building. New air-conditioning units were placed in Crawford Zimmerman, Staley Hall and Moss Hall along with many other minor repairs.

Repair of 7 failed fan coil units in Turner Hall D wing was approved and materials ordered. Temperature controlled thermostats on 196 units at Hugine Apartments to prevent unit freeze-up have been installed. Replacement in-kind of (6) 4-5 ton package AC unit, and (4) 25-50 ton compressors is ongoing.

The Phase One implementation of the Campus Wide Security Cameras was completed. The first phase of the project consisted of the installation of approximately 96 closed circuit television cameras (CCTV). The initial implementation concentrates primarily on the residence halls and academic facilities. Additional features for security cameras to the 14 emergency call boxes are to be added.

MLK Auditorium Update – The remaining 117 seats were installed in October, 2007.

The Exterior Lighting Upgrade – Phase 3 completed the final construction documents. The design package was submitted to MMO to request construction bids in October 2007 and completion of construction was March 2008.

Facility assessment studies are currently on-going on Bradham, Manning, Moss and Mason Halls. The studies are being conducted to ascertain the existing condition of the facilities to better understand the renovations required to restore the buildings to an operational status.

Eleven (11) steam vaults were repaired as a first step in a process to isolate certain parts of the campus without shutting down the entire campus. Sojourner Truth Hall Exterior Waterproofing was completed before the end of summer while the bathrooms in the facility were also repainted and the tubs and tiles refurbished.

Buckley Street gate project was completed the week of Oct. 15, 2007.

Completed the exterior renovations of Turner Hall Classroom Building “D” Wing. Exterior painting to begin for “A”, “B”, & “D” Wings.

Funding is in place for Lowman Hall and design is being finalized. However, preliminary lead-base paint abatement and demolition of flooring has begun.

4. Construct new facilities.

SCSU is still seeking funding from the General Assembly for the Library. The schematic design phase has been completed. The directive issued by the University was to continue the project through the Design Development Phase, at which time we would discontinue all further design services until the appropriate funding was identified. In early August 2007, the directive was issued to discontinue all work on the project until further notice. The current anticipated estimate of construction cost is \$23 million.

Construction documents are completed and ready for fall solicitation and award. To construct a 100,000 square foot Engineering and Computer Science Building (\$24.75 million dollars) to house Nuclear Engineering and Engineering Technology programs, as well as the Mathematics and Computer Science Program.

5. Enhance campus land infrastructure.

Sale agreements secured and Budget & Control Board approval received to purchase 1981 Russell Street and a lot on Reid Street.

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

South Carolina State University, in an effort to increase efficiency and enhance Fleet Management service in association with the Southern Rural Transportation Center (SRTC),

managed the Orangeburg Rural Transit Demonstration Project (ORTDP). Fleet Management provided shuttle service as needed to student housing hotels and special events. Future shuttle service may be provided with appropriate equipment, staffing and funding.

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).

SC State has nearly 2,500 beds which are sufficient for now. The University is conducting a feasibility study to determine whether Manning Hall, Bradham Hall and Miller Hall can be used for fall 2008.

The Earle Hall Office Up Fit Project was postponed indefinitely. Earle is undergoing fire and life safety upgrades to meet current building codes for DORMITORY use. The work totals approximately \$284,500.

The Miller Hall Office Up Fit Project is on track with a feasibility study in progress by Woolpert, Inc. of Charlotte, NC. A seismic/ soils study is in progress. Structural upgrades are anticipated due to the increased loading nature associated with an office building rather than a residence hall.

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

The swimming pool has been put back on-line as of September 2007. Dukes Gymnasium has been made handicap accessible with a ramp board. A new floor has been installed and plans are in place for a new roof.

The centralized Admissions and Financial Aid complex with adequate office and storage space has been placed on hold.

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**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 Employment & Recruitment Manager, Assistant Human Resources Director and the Interim Vice President for Academic Affairs discussed ideas related to advertising and recruitment of faculty. It was decided to continue to use the *Chronicle of Higher Education* and to begin use of the *Inside Higher Ed* publication and [HigherEdJobs.com](http://HigherEdJobs.com). A policy will be implemented upon the appointment of a permanent VP for Academic Affairs.

**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.**

Various policies are under review and comparisons are being made relative to other South Carolina universities.

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

Faculty and staff positions have been posted throughout the semester to fill vacancies and to add faculty to compensate for increasing student enrollment. Additional faculty were hired to meet the needs of the increased student enrollment.

Additional residence hall counselors, a new Counseling Center director, and new staff in Admissions & Recruitment were hired.

**GOAL 15: Improve the productivity and quality of employees.**

**1. Examine roles and responsibilities of staff.**

Updated position descriptions were collected.

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

Staff members are represented on all university-wide committees. The President of the Staff Senate served on the Budget Committee during 2007/08. The Staff Senate President also serves as an ex-officio member of the Board of Trustees.

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

Several staff members participate in the flexible work schedule.

**4. Enhance the general orientation program for new employees.**

The orientation programs for faculty and staff were revised to include more information about the University and its policies and procedures. Senior staff will be identified within a department to serve as mentors to new employees as they are hired.

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

The Professional Development Program has been completed. The Program consists of three core modules: Administrative Professionals Development Program, Leadership Institute for First Line Supervisors and Leadership Institute for Mid-Level Managers.

A team building workshop was held with the team consisting of 19 senior-level Administrative Professionals. The team challenge offered classroom instruction and outdoor group activities that drew the participants into situations that required greater cooperation, creative problem solving and collaborative effort. The team challenge provided a dialogue for all administrative professionals to increase levels of trust, improve communication, enhance motivation, and exhibit a greater confidence in their collective ability. All 19 participants provided feedback on the retreat and all 19 assessments were extremely positive.

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

**1. Increase campus wide communication for customer week.**

Monthly secret shopping events were conducted throughout the campus and congratulatory items were presented to those exhibiting excellent customer service. Daily announcements regarding Customer Service activities were distributed. Evaluation forms were provided for each activity during Customer Service week. Individual departments utilize surveys to gather information from customers. Several workshops were held to increase customer service awareness.

**2. Increase staff development opportunities in customer service.**

The Professional Development Program which contains course modules for mid-level managers entitled “Customer Service: More than Please & Thank You”; and for administrative professionals entitled “Keeping Your Customers Satisfied” were completed. “Customer service tips” messages were broadcast via voicemail university-wide.

Staff members attended programs on campus which addressed issues related to customer service, professional development, and office etiquette. Staff members also read *FISH!* designed to boost morale and improve accountability for creating a more productive office environment and professional climate for those we serve.

Support for staff attendance at professional development and training workshops offered through the university and in the local community were offered as needed and as funds allowed.



## **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.**

Based on a recent Five-Year Salary Comparison on the Teaching University Sector, SCSU offered competitive salaries that are above the fall 2007 Sector Average. Staff salaries have been adjusted. Salaries for graduate and undergraduate student workers are above minimum wage and up to \$12.00 per hour. The research program at SCSU requires all research projects to have undergraduate students as project staff for development of emerging scientists.

**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 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.

**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.**

The research needs of the community continue to be identified through contact with stakeholders from targeted areas across the state. Principal Investigators are in the process of collecting data for various projects. The researchers are full-time during late spring/ summer. Evaluations will be analyzed and processed. Five vehicles were purchased to assist researchers in their data collection and service to the community.

**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.**

- Three Research proposals were submitted and an Extension component was included in each proposal.
- Information regarding the Evans-Allen proposal development process was shared with faculty and staff.
- The development of a website for 1890 Research and Extension was planned and a communications coordinator was hired.
- 1890 Research and the Office of Sponsored Programs co-sponsor a research workshop/seminar annually.

**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 director of the James E. Clyburn University Transportation Center (JECUTC), a representative from the U. S. DOE, and a representative from the National Small Town Alliance held a meeting in Santee, South Carolina on January 28, 2008 with Congressman James Clyburn and other statewide attendees for a South Carolina Technology Project Roundtable Discussion.
- The Orangeburg/Calhoun County Transportation feasibility study was completed. A meeting was held with the Orangeburg/Calhoun County Legislative Delegation to discuss the study's findings and recommendations. Also, a meeting was held with representatives from the Lower Savannah River Council on Governments in December to discuss further funding and implementation of the study's recommendations.
- JECUTC staff continues to collaborate with the South Carolina Communication Information Office to provide wireless connections to Orangeburg county and I-95 corridor. The JECUTC transportation research program is awarding \$300,000 to conduct research in the area of transportation.
- The James E. Clyburn University Transportation Center (JECUTC) Director is seeking assistance and funds from Department of Education Legacy Program to provide community technical capacity building (laptops).

## **2. Seek additional funding to continue transportation services.**

- A proposal was prepared and forwarded to the South Carolina Department of Transportation to conduct the 2008 Summer Transportation Institute at SCSU.
- Meetings were held with the South Carolina 6<sup>th</sup> District Congressional staff.
- Meetings were held with the Federal Motor Carriers Safety Administration and the Federal Highway Administration. Discussions are continuing.

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

- JECUTC staff is currently working with University of South Carolina Spartanburg to provide technical assistance for funding of a study on Spartanburg County Transportation Authority.
- JECUTC's statewide research and curriculum needs conference was held in November 2007.
- JECUTC website is continuously updated monthly and is monitored by JECUTC and United States Department of Transportation.
- A new JECUTC brochure was developed and produced in July 2007.

## **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.**

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.

Librarians visited Bethune-Bowman Elementary School, Bowman, SC, Pre-K4-2<sup>nd</sup> – 211 students, November, 2007; Marshall Elementary school, Orangeburg, SC, Kindergarten and 1<sup>st</sup> – 259 students, November, 2007; Kiddie Kollege, Orangeburg, SC, Pre-K – After School Program – 45 students, December, 2007; Full Gospel Christian Academy, Columbia, SC, 1-9 year olds and Pre-K-4<sup>th</sup> – 50 students; December 11, 2007; and Greater Faith Child Development Center, Pre-K – 40 students, December, 2007

Three community technology classes (keyboarding) began a new series of classes offered twice a week for a four-week period. Another series of classes are scheduled to begin in January 2008.

An initial site visit was made to the Penn Center. The plan is to expand Gullah Studies and other educational opportunities at the Center. Collaborations with other institutions offering Black Studies programs are planned.

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

An 1890 Research Scientist has three student organizations (Alpha Phi Alpha Fraternity, Inc., Student African American Brotherhood (SAAB), and Minorities in Agriculture Natural Resources and Related Sciences (MANRRS)) that provide mentoring, tutoring and leadership development to various groups in the Orangeburg area.

**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 telephone meeting was held with InfoEd officials to review contract and implementation procedures on February 28, 2008. Internal Information Environment software was established and a password was received for usage on December 5, 2007.

Provided technical assistance to eleven faculty members for proposal development and submission.

**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.**

- Resubmitted the OSP Structure Plan in September 2007.
- Capacity Building Workshop – USDA was held on 1/28/08.
- Presented RIP and RAPP to subcommittee of Board of Trustee and received approval. Plans will be presented to full Board of Trustee at the next meeting on 4/24/08.
- Submission of the following applications and or proposals:
  - (1) Two Capacity Building Grant awards
  - (2) EPI Institute Application – 3/321/08
  - (3) Dr. Lewis – NRC Student Scholars Grant - 3/17/08 & 3/20/08
  - (4) 1890 Facilities Application - 3/28/08
  - (5) SCRA Redi Proposal - 3/12/08
  - (6) USC Sub-award – C. Artis - 1/14/08

Various faculty members were assisted with budget preparation during the proposal development and submission.

- Assisted ten (10) faculty/staff with proposal development and electronic submission.

- Registered three (3) faculties on SPIN data base and trained how to conduct electronic searches for funding opportunities.
- Assisted with two (2) collaborations with outside entities (Savannah River National Laboratory - SRNL & OCTech) for proposal submission.

A Research Incentive Plan (RIP) and the Research Award and Payment Plan (RAPP) that reward faculty for outstanding scholarly work and research productivity were presented to the Board of Trustees at its regular scheduled meeting in November 2007.

Provided a grant workshop for the low country community in Charleston, SC on October 20, 2007.

Provided VP of Research and Economic Development and Board of Trustees Research Committee with a plan to achieve a \$50 million funding level in December 2007.

Participated in Gullah Studies Institute Strategic Planning Workshop to identify funding opportunities.

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

OSP completed Phase I in 2006/07 Research Capability Brochure and its revision.

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

The compliance officer position description was completed and forwarded to appropriate officials within the University for approval and processing

A grant writer was interviewed and selected on March 5, 2008.

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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.

- Increase professional fundraising staff.
Donors continue to participate in the On-Line Giving process that was implemented in October 2007.

- Utilize flexible hiring and work schedule initiatives to attract experienced practitioners.
Currently evaluating applications and resumes

2. Develop Planned Giving Program.

A foundation search engine was purchased in October 2007 and another in March 2008 to enhance the research process.

3. Raise \$30 million in five years.

The RFP to identify/select a firm to conduct the feasibility study was placed on hold in December 2007. However, the Office of Development is prepared to re-launch the RFP as environmental factors continue to improve.

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.

- A one-year contract with Semaphore was extended to assess and provide recommendations to enhance SCSU's brand and public perception of brand.
- The webmaster devotes 60% of his time to enhance the website.
- The internal communication plan and style guide was completed

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

Development of a marketing campaign and materials to promote non-academic areas is ongoing.

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

Implementing Brand Identity recommendations is an on-going process.

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## STUDENT LIFE

### **KEY ISSUE: *Enrollment Management***

**GOAL 26: Annually increase and retain enrollment at a level that will produce 6,000 students by 2014.**

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

The Office of Enrollment Management in conjunction with the Office of Admissions, Recruitment and Scholarships continued their efforts in achieving the University' established enrollment outcomes.

#### **Projections based on a 3.5% projected annual growth over prior years' total head count.**

| <b>SEMESTER/YEAR</b> | <b>ENROLLMENT GOALS</b> | <b>ACTUAL ENROLLMENT</b> | <b>% Change Over Prior Year</b> | <b>% Change Over Goal</b> |
|----------------------|-------------------------|--------------------------|---------------------------------|---------------------------|
| Fall 2005            | <b>4446</b>             | <b>4446</b>              | <b>0</b>                        | <b>0</b>                  |
| Fall 2006            | 4601                    | 4384                     | -1.4%                           | -4.7%                     |
| Fall 2007            | 4762                    | <b>4,932</b>             | <b>12.5%</b>                    | <b>3.5%</b>               |

The following initiatives were implemented during the July 1, 2007 – June 30, 2008 period:

- **International Initiative:** A focus on expanding the cultural, intellectual, and global opportunities for students and faculty here at SC State University as more students are recruited from the larger world community. To this end, the Assistant Vice President for Enrollment Management participated in the World Education Services (WES) Conference in Washington, DC “Working with Organizations and Embassies that Sponsor International Students”.
- **Hispanic and Afro-Hispanic Initiative:** A focus on the Hispanic population of the state of South Carolina, our neighboring states, the Caribbean, Central and South America. Recruitment activities that focus on these populations and the expansion of our major in Spanish. The Enrollment Management team in conjunction with our English and Modern Languages Department focused on an Hispanic sensitive environment here at the University that would foster a great place to study for students of Hispanic and Afro-Hispanic decent, while encouraging more students of African American decent to study Spanish.
- **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.
- **Viability Initiative:** 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.

During the fall 2007 semester, the Department of Educational Leadership offered courses online and onsite in 7 locations: Dillon, Manning, Georgetown, Ridgeland, North Augusta, Rock Hill, and Greenville.

The Office of Admissions, Recruitment and Scholarships with the assistance of the UCITS continued to push ahead with **On-The-Spot** Admissions and Scholarship outreach programs. Cities where this new process has been used during this reporting period are: Augusta GA, Florence, SC, Little Rock, AR, and Charleston, SC.

Completed all BANNER validation tables, forms and processes to “GO LIVE” with Web for Faculty and Web for Student for registration online in BANNER – Registrar’s Office

The Office of Admissions, Recruitment and Scholarships 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 focused on mailing offers of scholarships to our high academically performing applicants.

| Semester/Year | Life Scholars Goal | Actual Life Scholars | % Change Over Prior Year | % Change Over Goal |
|---------------|--------------------|----------------------|--------------------------|--------------------|
| Fall 2005     | 480                | 480                  | 0                        | 0                  |
| Fall 2006     | 528                | 465                  | -3.12                    | -11.93             |
| Fall 2007     | 580                | 519                  | 11.61                    | -10.51             |

During the reporting period we visited some forty five homes and delivered acceptance and scholarship offers to these academically talented students for this reporting period during the month on January 2008.

The Office of Admissions, Recruitment and Scholarships (OARS) has engaged many students who have met the requirement for our states’ Palmetto Fellows scholarship Program and we have set as a goal for fall 2008 of Ten Fellows.

OARS met with the Graduate Dean, the Dean of the College of Business and Applied Professional Sciences and our MBA program personnel to increase the number of MBA program participants for the fall 2008 semester. We also focused on local and state wide businesses and companies to provide these educational services.

**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.**

The results are reported as part of Goal 26 above in the special initiatives.

## **2. Enhance the participation and involvement of international students.**

Multicultural and international activities were held on campus and students were provided with a variety of activities, especially during International Awareness month, which is November. Business submitted a proposal with an international focus.

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

#### **1. Provide global activities for the student body.**

Activities during International Awareness month (November) include greater exposure to other cultures in and outside the classroom.

#### **2. Ensure graduate exit interview addresses student centered concerns.**

The Career Related Services/Employment Search Assistance Sections of the Graduate Student Exit Survey have five questions (22-26) that relate to graduate-student concerns. Each section also has space available for additional comments.

### **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.**

Coaches and the Compliance Coordinator continued their regular meetings during the quarter to review existing and new developments in NCAA, MEAC and institutional rules and regulations. The Compliance Coordinator reviewed the forms coaches are required to submit, i.e., squad list, practice log, travel list. The Compliance Coordinator has continued to publish the Compliance quarterly newsletter so that the athletic staff, particularly coaches, remain apprised and reminded of their duties as coaches.

During this year there were several association meetings. Coaches in football and basketball attended their respective meetings when they occurred.

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

The upkeep of the athletics facilities continues to be ongoing. The plans for restroom facilities at the tennis and softball venues are set to be reviewed. The men and women's basketball teams went into their newly renovated locker rooms. The renovated training and laundry rooms were also opened for use.

One of the special topics speakers made a presentation relative to life after athletics. In addition, several student-athletes were interviewed for possible positions with his company. One student-athlete, interviewed, was brought to the company, all expense paid, for a final interview.

Student-athletes continue to participate in a number of community service projects, on- and off-campus. Student-athletes provided assistance with the Youth Day program during the football season. At Halloween, they had a haunted house for the students at Felton Laboratory School on the campus. Also at Felton, they sponsored the *Just Say No To Drugs* Program and continue to do the Lunch Buddies project. Off-campus, they made visits to the Orangeburg Nursing Home. They also had the opportunity to come together via the Fellowship of Christian Athletes. Student-athletes also assisted with the Senior Day program for senior football players and their families. Finally, they did a car wash as a fund-raiser.

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

During the year, coaches were actively recruiting talented high school students and transfer students to enhance the quality of their teams. Coaches continued to recruit the brightest and best students for the University and their teams. These activities are under the careful scrutiny of the Compliance Coordinator who applies and enforces the rules and regulation of the NCAA and the University.

Based on the data collected at the end of the first semester, the academic enhancement staff and coaches were able to make decisions relative to the academic progress of student-athletes. Progress reports were sent out every three weeks to ensure students were following advice and maintaining the high academic standards in place. At the end of the fall semester, the athletic academic staff and coaches carefully analyzed the academic performance of student-athletes to ascertain their academic progress. This process gave them anecdotal data that they utilized to assist student-athletes to stay on track academically throughout year.

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

The department continued to seek state, corporate and private funding at the level that would sustain the mission of the department and adequately support the various sports and programs in Athletics. The department's business manager completed the budget development process for the next fiscal year. Also, all accounts were carefully reviewed as we ended the fiscal year. The Director of Athletics received bi-monthly reports on such activities.

The Marketing Director has continued to find ways to secure corporate and private funding within the State of South Carolina and beyond to address the ever growing financial needs of the Athletics Department. During this period, a strong effort was launched to secure more funds through increased season and general ticket sales for football and participation at basketball games. The development of the marketing plan for the 2009 football season also began. Other strategies were implemented to engage more fans at non-revenue-generating sporting events.

The business manager continued to have monthly budget meetings with coaches and applicable staff to reconcile all accounts.

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

During the year, the process for recruiting and hiring new coaches in women's basketball, women's soccer, women's softball and women's bowling began. In addition, four new coaches were hired in football to replace vacancies that occurred as a result of incumbents leaving for positions elsewhere. These efforts were made under the guidance of the Department of Human Resource Management. As coaching and staff positions become available, the Athletics Department in collaboration with Department of Human Resources screens and selects the best available candidate for the positions.

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

Students received academic advisement from their respective advisors in their major departments as well as from the athletics academic enhancement staff to ensure continued academic progress. The academic enhancement team ensured that all student-athletes were properly registered in the classes in their curricula that would maintain them on pace for ultimate graduation.

Study hall sessions were set up and properly staffed and student-athletes needing academic assistance or required to attend study hall were carefully monitored to make sure the services were properly utilized.

The academic progress report system was carefully utilized and reports were collected every three weeks from the faculty during the semester. From the information submitted by the faculty, the athletic academic enhancement staff and tutors designed learning strategies and materials that would help student-athletes be more successful in the completion of course requirements.

**STRATEGIC PLAN TEAM MEMBERS**  
**July 1, 2007 – June 30, 2008**

**TEAM LEADER**

**SECTION**

Dr. Rita Jackson Teal  
Executive Director  
Institutional Effectiveness

Planning, Management and Evaluation

Dr. Carl Carpenter (07/01 – 12/31/07)  
Interim Vice President  
Academic Affairs

Academic Infrastructure

Dr. Rita Jackson Teal (01/15 – 06/30/08)  
Interim Vice President  
Academic Affairs

Mr. John Smalls  
Senior Vice President  
Finance & MIS

Administrative and Physical Infrastructure

Ms. Anna Haigler  
Director  
Human Resource Management

Human Resources

Dr. Leola Adams  
Involvement  
Interim Vice President  
Research & Economic Development

Research Development & Community

Dr. Jackie Epps  
Interim Vice President  
Institutional Advancement

Institutional Advancement

Dr. Kevin Rolle (07/01 – 12/31/07)  
Vice President  
Student Affairs

Student Life

Dr. Valerie Fields (01/05 – 06/30/08)  
Interim Vice President  
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