

Clinton College Strategic Plan

2020-2025

An outline of the college's planning priorities, strategies, commitments, exemplar projects and indicators of performance to assist departmental units in the development of annual operational plans and reports.

Dr. Lester McCorn, President
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**Clinton College Strategic Plan
2020-2025**

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Message from the President

This is an exciting time for the “new” Clinton College. This is a time that brings us all together in a rebirth of values tried and true. A time of new energy and a restated commitment to meet the challenges of this everchanging global society that is creating the signature of this world of unending possibilities.

As I reflect on the 125 years of the history of this institution, it is apparent that Clinton College has continuously defined and redefined its mission and its vision to meet the needs and the hopes, the goals and the aspirations of its students and its Community. As the President of the “new” Clinton College, I couldn’t be prouder to be a part of this wonderful institution as we look to the future and continue the journey of excellence without excuse.

Through the strategic direction outlined here, Clinton College continues its path of transformation. Our expressed goals of being a leader in the exciting development of the Rock Hill, South Carolina community are clearly defined through the articulation of our goals, objectives, and strategies presented in the 2020-2025 Clinton College Strategic Plan. With an enhanced focus on expanding our academic offerings, providing funding to expanding and enhancing technology, improving the physical campus, and growing our diverse and inclusive residential student community, we are confident that Clinton College will continue to define and sustain its role in the education of world citizens.

As we reach out to collaborate with our surrounding communities, Clinton College promises to stay true to the dictates of our history while continuing our legacy of preparing students academically, physically, philosophically, and spiritually for a global society. I look forward to working with each of you as we strive to maintain our mission and realize our vision.

Dr. Lester A. McCorn, President
Clinton College

2019-2020 Board of Trustees Listing

Bishop Mildred B. Hines, Chair - Presiding Bishop, the South Atlantic Episcopal District of the African Methodist Episcopal Zion Church

Bishop George E. Battle – Senior Bishop, Presiding Bishop of the Piedmont Episcopal District of the African Methodist Episcopal Zion Church (West and West-Central North Carolina, Jamaica and Angola)

Reverend Sandra K. Benton - Presiding Elder, Cheraw-Bennettsville District, Pee-Dee Conference of the African Methodist Episcopal Zion Church

Rev. Sharon Browning - Presiding Elder, Rock Hill District, South Carolina Conference of the African Methodist Episcopal Zion Church and Executive Director of the South Atlantic Episcopal District Headquarters

Reverend Robert Christian - Presiding Elder, Lancaster District, Pee Dee Conference of the African Methodist Episcopal Zion Church

Reverend William Cox - Owner, Genesis II Janitorial Supply Service, Lancaster, SC

Dr. Benjamin Dixon - Vice President Emeritus, Multicultural Affairs, Virginia Polytechnic Institute and State University

Mrs. Rosetta Dunham - Executive Secretary, Women's Home and Overseas Missionary Society of the African Methodist Episcopal Zion Church

Reverend Kenneth Q. James - Pastor, Walls Memorial African Methodist Episcopal Zion Church

Reverend Lelar Brooks Johnson - Presiding Elder, Augusta District, Georgia Conference of the African Methodist Episcopal Zion Church

Reverend Eldren Morrison - Pastor, Shaw Temple African Methodist Episcopal Zion Church, Atlanta, Ga

Reverend Reginald Morton - Presiding Elder, Atlanta District, Georgia Conference of the African Methodist Episcopal Zion Church

Terence Murchison – Business Consultant and Former Chair of Board of Trustees, Fayetteville State University

Reverend John Paul Ruth - Presiding Elder, Conyers-Winder District, Georgia Conference of the African Methodist Episcopal Zion Church

Dr. Robert Scott - Retired, Director of Business Development Center at Benedict College

Dr. Brenda Smith – General Secretary, Department of Christian Education of the African Methodist Episcopal Zion Church

Rev. Otha Smith - Presiding Elder, York-Chester District, South Carolina Conference of the African Methodist Episcopal Zion Church

Dr. Victor Wilson – Presiding Elder, Spartanburg District, Palmetto Conference of the African Methodist Episcopal Zion Church

Strategic Planning Committee

Dr. Lester McCorn, Ex-Officio Member – President for Clinton College

Mrs. Archinya Ingram, Chair of Strategic Planning Committee – Senior VP for Business Affairs

Dr. Reginald Broadnax, Co-Chair of Strategic Planning Committee– Faculty, Religious Studies

Dr. Corey Fair, Co-Chair of Strategic Planning Committee – Faculty, Business Administration

Dr. Benjamin Dixon, Vice Chair for the Clinton College Board of Trustees

Dr. Alvin W. McLamb – Vice President for Academic Affairs/Academic Dean

Dr. Angelyne Brown – Vice President for Enrollment and Student Success

Dr. John McCoy – Faculty, Religious Studies

Reverend Reginald Morton – Member of Clinton College Board of Trustees

Mrs. Bevelyn Hicks – Counselor and Support Services

Ms. Judith Cowan – Associate Vice President for Academic Affairs

Ms. Jessica Blair – Academic Success Coach/Head Women’s Basketball Coach

Rev. Otha Smith – Member of Clinton College Board of Trustees

Ms. Kim Shepard – Director, Sponsored Program/Alumni Relations

Ms. Angela Duckett – Director, Student Support Services

Dr. Dianne Suber – Consultant to Strategic Planning Process

Strategic Intent

The “new” Clinton College Strategic Plan is designed to guide the College toward its goal—**Student Success!** Driven by its students, the community, and the everchanging world stage; and cultivated by faculty and staff; these goals, objectives, and strategies will direct our focus for the next five years.

These six goals will establish the priorities of Clinton College and the strategies detailed under each goal will define the planning and operations of the College for the 2020-2025 time frame. This strategic plan is a working document. It will ebb and flow based on the achievements, accomplishments, as well as opportunities for improvement, and will be the standard on which the assessment of completions of goals is based.

A strategic plan is only as influential as the culture that supports it and the leadership that commits to its outcomes. Clinton College is committed to its mantra “Excellence Without Excuse”. The entire College community embraces the overreaching goal to create, foster, and maintain an inclusive environment that supports its core values of scholarship, servant leadership, spirituality, and social change; and its legacy of excellence.

Student success is not just an idea. The “new” Clinton College students will receive a comprehensive educational experience that matches the needs of the Rock Hill community, the State of South Carolina, the United States of America, and the international community. The College is committed to engaging strong partnerships in order to meet this commitment. Working together, Clinton College graduates will be ensured to have the skills that will prepare them to build successful careers and successful communities.

The evolving communities and the global society in which we live require respect for and validation of the diverse experiences, backgrounds, and perspectives of all students, faculty and staff, and supporters of the College. We are creating learning spaces that promote a climate of inclusion and maintaining an environment that welcomes and respects our differences and similarities and channels our uniqueness as an Historically Black College.

Mission Statement

The Mission of Clinton College is to create a holistic environment that cultivates an inclusive community of students, faculty, staff, and administrators who are prepared to excel in academic achievement; experience moral and spiritual growth; demonstrate positive and effective leadership skills as lifetime citizens in a global society.

Vision Statement

Clinton College will be nationally recognized as an affordable institution of higher education that develops career-ready professionals and informed citizens of a global community who continuously influence and impact the international society as transformative leaders and participants.

Core Values

SCHOLARSHIP

Clinton College promotes intellectual freedom and curiosity; critical and creative thinking; and visionary inquiry, with integrity being the underlying foundation in all endeavors.

SERVANT LEADERSHIP

Clinton College serves the community and society by respecting, promoting and supporting the well-being and worth of all people and the communities to which they belong pursuant to practices, policies, and innovations that foster sustainability in the effective management of our human, environmental and financial resources.

SPIRITUALITY

Clinton College, founded as a Historically Black College, is grounded in the rich religious tradition of the African Methodist Episcopal Zion Church and is committed to the development of the human spirit in its many forms, and personal ethics through dialogue, inquiry, service, introspection and self-awareness experiences.

SOCIAL CHANGE

Clinton College respects the dignity of every individual and promotes responsible citizenship and civic engagement, serving as an advocate for equality and social justice on the local, state, national, and international levels and empowers others to do the same.

Clinton College

Summary of Strategic Goals for 2020-2025

1. Educate the whole student for life in a global society
2. Strengthen the financial model and demonstrate outstanding stewardship of resources
3. Build and support a diverse faculty and staff committed to the mission of the college
4. Develop innovative relationships to advance learning, scholarship and service
5. Enrich college infrastructure to support and promote a quality educational experience
6. Expand and strengthen technological resources to achieve excellence in academics and operations

Strategic Planning Priorities:

Strategic Goals, the Clinton Commitment and Strategies

Strategic Goal 1: Educate the whole student for life in a global society

The Clinton Commitment: Clinton College is committed to graduating students who are committed to and prepared to continue their self-development as intellectual and moral beings after graduating by preparing students to be well-rounded and ethical professionals.

Strategies:

- Create, refine and implement integrated curricular and co-curricular academic programs that foster student intellect and personal development
- Create educational opportunities that foster early professional preparation and training
- Implement a vibrant and challenging honors program with an emphasis on sustaining high quality academic performance
- Create and develop program concentrations
- Expand the available online resources for library services and collections
- Develop competitive online learning opportunities and educational programs
- Enhance program of professional development for faculty in the areas of assessment, instructional technology, and best practices for teaching Clinton College students
- Professional development and student training opportunities in the area of online learning, including accessing academic, faculty and information technology resources, troubleshooting and student services
- Review low-enrollment programs with an eye toward student and faculty recruitment and/or program revisions, or deletion

Strategic Goal 2: Strengthen financial model and demonstrate outstanding stewardship of resources

The Clinton Commitment: Clinton College is committed to the thoughtful stewardship of its financial resources to support its students, faculty and staff as they work to create and deliver the Clinton College experience.

Strategies:

- Adopt a financial plan to support the Strategic Plan through the expansion of revenue building opportunities, expense management, effective reallocation and managing investments
- Establish a formal review process for non-academic and operational programs/divisions
- Create a higher level of philanthropy in all areas of giving and from all resources
- Determine specific fund-raising goals during the capital campaign planning process that will support the strategic plan and institutional priorities
- Create a higher level of funds secured from federal, state and local appropriations, grants, contracts and private support
- Strengthen contingency plan of college
- Strengthen recruitment and retention strategies to target 725 full time student enrollment by 2025

Strategic Goal 3: Build and support a diverse faculty and staff committed to the mission of the college

The Clinton Commitment: Clinton College is committed to building, developing and sustaining our faculty and staff by building a diverse community of educators that will position the College to meet the educational needs of its students and enable them to meet their future goals. The college will provide resources and development opportunities that enables its faculty and staff to fulfill the college's mission and achieve its vision.

Strategies:

- Develop a comprehensive recruitment and staffing plan for experienced faculty and staff
- Expand targeted outreach for potential faculty and staff who would add to the college's diversity and recognition
- Increase support for faculty and staff development by providing professional development opportunities for all employees
- Increase faculty salaries in order to:
 - Recruit quality faculty & staff who will add to the college's diversity and recognition
 - Increase number of faculty with terminal degrees
- Increase grant-writing activities for teaching, research, and service
- Redefine and clarify expectations of faculty and staff duties, responsibilities and expectations
- Establish an instructional technology plan
- Provide professional development for faculty to increase use of technology for both on-ground and online instruction and for ongoing communication
- Increase use of technology for analyzing and reporting student learning outcomes and program assessment

Strategic Goal 4: Develop innovative relationships to advance learning, scholarship and service

The Clinton Commitment: Clinton College is thriving as part of a complex network of relationships which serves a variety of communities. Clinton College is committed to employing a variety of approaches to foster its thriving relationships that will be needed to support the work of the college.

Strategies:

- Foster new partnerships between Clinton College and outside constituents to support the goals of Clinton College
- Determine specific targets for partnership possibilities
- Create an advisory council
- Adopt admissions strategies to make Clinton College attractive and accessible to a diverse population
- Increase the number of and amount of funded scholarships
- Implement a strategic plan to strengthen alumni relations
- Strengthen the college's relationship with the AME Zion church and implement programming appropriate to this relationship
- Keep the website accurate pertaining to all academic programs, requirements, grant updates, student achievement, etc.
- Expand students' cultural experiences
- Enhance use of technology for communication with alumni and potential donors
- Create online modules to accept donations and for tuition payment on the college website

Strategic Goal 5: Enrich college infrastructure to support and promote a quality educational experience

The Clinton Commitment: Clinton College is committed to providing an exceptional physical environment that is conducive to the holistic development of students while promoting faculty, staff, student interaction, the integration of teaching and research, interdisciplinary collaboration and a supportive living, learning environment.

Strategies:

- Evaluate needs and set priorities for maintaining, upgrading and establishing existing facilities and infrastructure consistent with the strategic plan and the college's commitment to environmental sustainability
- Assess and prioritize physical resource needs as part of the strategic planning implementation
- Upgrade technology, as needed, to support faculty in teaching courses and programs both on-ground and online

Strategic Goal 6: Expand and strengthen technological resources to achieve excellence in academics and operations

The Clinton Commitment: Clinton College is committed to supporting learning in this era of high technology growth by maintaining an IT infrastructure that supports an environment that utilizes technology as a reliable tool for teaching, learning and customer service.

Strategies:

- Review technology applications and hardware for campus infrastructure; increase as appropriate
- Increase supervision as needed for more comprehensive and effective use of available and critical technology (Need an institutional audit of technology products, who's been trained, who's in charge, who's using the technology, etc.)
- Expand and enhance the campus IT network system in order to create an environment that supports comprehensive access for the entire campus community.

Examples of indicator categories in the six areas of operational strategic goals

1. Educate the whole student for life in a global society

- Increase in number of concentrations within established majors
- Improve the number of effective programs
- Reduce and/or eliminate ineffective programs
- Increase in diversity of enrolled students (such as age, race, higher income and academic ability)

2. Strengthen financial model and demonstrate outstanding stewardship of resources

- Increase in number of grants submitted and funded
- Increase in funds raised from private donors, corporate and foundational sources
- Increase in funds raised from alumni giving, annual giving and planned gifts
- Identification and elimination of cost-ineffective processes, programs and activities
- Improve alignment of grants with divisional plans and the institutional Strategic Plan
- Increase enrollment in all programs
- Improve retention and graduation rates
- Improve the procedure of budget tracking and reporting

3. Build and support a diverse faculty and staff committed to the mission of the college

- Increase in faculty participation in professional development activities
- Increase in staff participation in professional development activities
- Increase in faculty and staff satisfaction
- Increase in community service by faculty, staff and students

4. Develop innovative relationships to advance learning, scholarship and service

- Increase in the number of donors
- Increase in the number of college supported community outreach opportunities
- Increase the amount of institutional scholarship/aid
- Increase in utilization of college website
- Development of Foundation Board
- Development of President's advisory council
- Increase in cultural activities sponsored by the colleges

5. Enrich college infrastructure to support and promote a quality educational experience

- Increase in academic classroom space
- Increase in number of faculty office space
- Increase in facilities to support student academic success and student services
- Increase in number of living/learning units to support academic achievement

6. Expand and strengthen technological resources to achieve excellence in academics and operations

- Increase in the use of technology for analyzing and reporting Student Learning Outcomes and assessments
- Increase in the use of technology for advising and instruction
- Increase in student satisfaction regarding the use of technology for instruction and communication
- Increase the use of technology for administration purposes to increase accuracy and transparency and to save cost and time.

**Annual Operational Assessment Plan
(TEMPLATE)
Unit Name**

Purpose/Mission of Unit: *Enter text here*

Relationship of Unit Mission to College Priorities:

Enter text here

Goal 1: Enter goal here

Relationship to Strategic Plan: *Enter information*

- **Planned Improvements:**
- **Assessment Measure for goal:**
- **Target/Benchmark for outcome of assessment measure:**

Goal 2: Enter goal here

Relationship to Strategic Plan: *Enter information*

- **Planned Improvements:**
- **Assessment Measure for goal:**
- **Target/Benchmark for outcome of assessment measure:**

Goal 3: Enter goal here

Relationship to Strategic Plan: *Enter information*

- **Planned Improvements:**
- **Assessment Measure for goal:**
- **Target/Benchmark for outcome of assessment measure:**

**Annual Operational Assessment Report
(TEMPLATE)
Unit Name**

Purpose/Mission of Unit: *Enter text here*

Relationship of Unit Mission to College Priorities:

Enter text here

Goal 1: Enter goal here

Relationship to Strategic Plan: *Enter information*

- **Activities Implemented resulting from Planned Improvements (at end of last cycle):**
- **Assessment Measure for goal:**
- **Target/Benchmark for outcome of assessment measure:**
- **Results:** Target Met or Not Met? Give Details of Data
- **Were planned improvements effective?** Discuss lessons learned
- **Planned Improvements for next cycle:**
- **Implications for Budget:**

Goal 2: Enter goal here

Relationship to Strategic Plan: *Enter information*

- **Activities Implemented resulting from Planned Improvements (at end of last cycle):**
- **Assessment Measure for goal:**
- **Target/Benchmark for outcome of assessment measure:**
- **Results:** Target Met or Not Met? Give Details of Data
- **Were planned improvements effective?** Discuss lessons learned
- **Planned Improvements for next cycle:**
- **Implications for Budget:**

Goal 3: Enter goal here

Relationship to Strategic Plan: *Enter information*

- **Activities Implemented resulting from Planned Improvements (at end of last cycle):**
- **Assessment Measure for goal:**
- **Target/Benchmark for outcome of assessment measure:**
- **Results:** Target Met or Not Met? Give Details of Data
- **Were planned improvements effective?** Discuss lessons learned
- **Planned Improvements for next cycle:**
- **Implications for Budget:**