

CLAFLIN SOARS: TRANSFORMATION & ELEVATION
2021-2026 STRATEGIC PLAN



CLAFLIN UNIVERSITY



SOARS

OFFICE OF THE PRESIDENT

Tingley Memorial Hall
Tel +1 803.535.5412
Fax +1 803.535.5402



Dear Claflin Family,

I am pleased to report that the Board of Trustees of Claflin University approved our Strategic Plan for 2021-2026, **Claflin SOARS: Transformation and Elevation through the implementation of the 5 C's agenda**. The plan includes the central navigational tools that will guide the university as it continues to transform and elevate in its quest to be recognized as a leading 21st Century University that is fully invested in strategic thinking and planning.



Claflin SOARS is an acronym that represents five overarching goals:

- I. Commitment to **S**tudent Engagement and Success
- II. Creative **O**nline Global Strategies through programs and initiatives leveraging Leading-Edge Technology
- III. Cutting Edge **A**cademic Enterprise to promote student competitiveness and success
- IV. Consistent **R**esource Enhancement through Friend-raising and Fundraising
- V. Collaborative **S**trategic Initiatives for Economic and Workforce Development

The new plan was developed through a structured and inclusive process that included input from the entire Claflin constituency. I want to thank you for all your contributions, and I look forward to the exciting journey that lies ahead. I am confident that with your support, this institution "on a hilltop high" will "SOAR" toward the threshold of excellence and beyond.

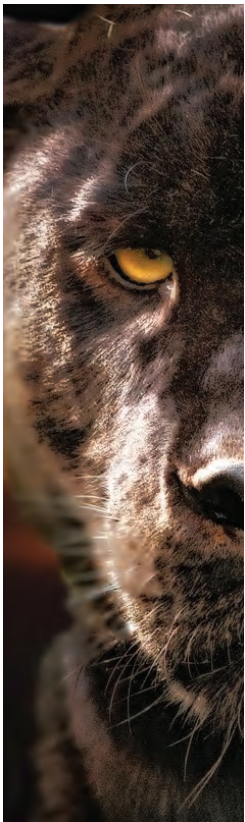
Sincerely,

Dr. Dwaun J. Warmack
President



VISION STATEMENT

CLAFLIN UNIVERSITY will be recognized as a leading 21st Century university that develops a diverse and inclusive community of globally engaged visionary leaders.



CLAFLIN SOARS: Transformation & Elevation

Despite the onslaught of COVID-19 and the related impact on overall operational viability, Claflin University continues to fulfill its mission and maintain its transformative trajectory

towards its vision of being “recognized as a leading 21st Century university that develops a diverse and inclusive community of globally engaged visionary leaders.” This laser focus is a testament to the university’s engagement in ongoing, integrated and institution-wide research-based planning and evaluation process that incorporates a systematic review of institutional goals and outcomes that has resulted in continuous improvement in institutional quality demonstrating that the University is effectively accomplishing its mission.

The present planning process dates to 1995 when President Tisdale appointed a campus-wide Long Range Planning Committee (LRPC) to chart the future course of the university. The current LRPC chaired by President Warmack with broad representation from the constituency, was similarly charged with the task of defining

a clear path for the institution’s journey towards excellence. In accordance with the process, letters were sent out by the President to the senior administrative and academic leadership soliciting their input to “develop a new plan to guide us through the next 5-10 years with the intent of making Claflin University an institution of true distinction”, by encapsulating their ideas in position papers using appropriate metrics and benchmarks. In addition, letters were also sent to faculty, students and staff requesting their feedback through a focused survey “to identify significant opportunities and challenges, particularly in light of COVID 19, as we consider an ambitious and forward-looking course...”.

The results were tabulated and in June 2021, the first version was presented to the Board seeking their comments and suggestions. The draft was, then, taken through the organization and the revised plan—Claflin SOARS—approved by the Board at its fall 2021 meeting.

GUIDING PRINCIPLES

At the center of everything we do is a system of values informing and guiding all policies and programs. These values, expressed through our decisions and actions, are defined by five overarching guiding principles:

COMMITMENT TO EXCELLENCE:

We will strive for excellence through creativity, innovation and efficiency that allow for optimization of resources.

COMMITMENT TO VALUING PEOPLE:

We will value people by providing a safe, wholesome, and healthy environment that fosters mutual respect, diversity, and inclusion.

COMMITMENT TO BEING STUDENT CENTERED:

We will focus on all aspects of student life including student-centered education by embedding skills and praxis that foster life-long learning and independent problem solving and translate their needs and expectations into actions that embody exceptional service.

COMMITMENT TO EXEMPLARY EDUCATIONAL PROGRAMS:

We will provide exemplary educational programs and an effective learning community by ensuring that they represent the highest standards of academic excellence and by continuous quality improvement.

COMMITMENT TO FISCAL ACCOUNTABILITY:

We will commit to financial accountability by promoting and fostering a culture of compliance, integrity, and fiscal responsibility throughout the University.

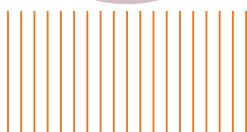
COMMITMENT TO SOCIAL JUSTICE:

We will endeavor to ensure social justice universally through research, engagement, and advocacy.



MISSION STATEMENT

CLAFLIN UNIVERSITY is committed to ensuring access to exemplary educational opportunities through its undergraduate, graduate, and continuing education programs that have a global reach. The institution provides a student-centered, liberal-arts education that is focused on STEAM and grounded in cutting-edge research, experiential learning, state-of the art technology, community service, and life-long professional and personal fulfillment. As a historically black University affiliated with the United Methodist Church, Claflin is a diverse and inclusive community of students, faculty, staff, and administrators who strive to cultivate practical wisdom, social justice, judgement, knowledge, skills, and character needed for engaged citizenship and visionary leadership in its vicinity and beyond.



STRATEGIC GOALS

GOAL I: COMMITMENT TO STUDENT ENGAGEMENT AND SUCCESS

1. Restructure the student support area including the retention and advisement units to ensure student engagement and success.
2. Build a state-of-the art academic building to facilitate student engagement and success.
3. Identify new opportunities for experiential learning to enhance student engagement.
4. Develop and implement a focused faculty and staff development plan to promote student success.

GOAL II: CREATIVE ONLINE GLOBAL STRATEGIES THROUGH PROGRAMS AND INITIATIVES LEVERAGING LEADING-EDGE TECHNOLOGY

1. Continually enhance the technology platform including Wi-Fi and bandwidth to streamline campus operations.
2. Ensure the currency of academic classroom technology to facilitate multiple modalities
3. Plan and establish “Clafin Global” to provide virtual access to the institution’s cutting-edge programs to students worldwide, including those from the Caribbean and from African countries.
4. Restructure the Online and Continuing Education departments to enhance student services, increase enrollment and ensure overall effectiveness.
5. Reimagine and reinvest into the university technology infrastructure to establish a technology platform that is geared to serve the 21st century scholar.



GOAL IV. CONSISTENT RESOURCE ENHANCEMENT THROUGH FRIEND-RAISING AND FUNDRAISING

1. Establish relationships with appropriate agencies, institutions, and individuals to garner support for Claflin's Mission, Vision, strategic goals, and programs.
2. Plan and implement a \$60 million capital campaign to fund a student center, a new academic building and increase the endowment.
3. Develop and implement plans to grow the institution's tuition and non-tuition revenue streams.
4. Streamline the Sponsored Program Office to facilitate campus wide grantsmanship and enhance institutional brand and revenue.
5. Develop and implement a branding and marketing initiative to advance brand recognition and to strengthen and optimize support for institutional endeavors.

GOAL III: CUTTING EDGE ACADEMIC ENTERPRISE TO PROMOTE STUDENT COMPETITIVENESS AND SUCCESS

1. Implement STEAM Education across the curriculum.
2. Plan and Implement a School of Nursing and Public Health.
3. Plan and establish the Center for Social Justice to address pertinent national and international issues as warranted.
4. Accredite all accreditable programs and maintain current affirmations without any recommendations.
5. Plan and implement, select bachelor's and master's Programs in line with the needs of the 21st Century workforce and to enhance institutional competitiveness and opportunities for students.





GOAL V. COLLABORATIVE STRATEGIC INITIATIVES FOR ECONOMIC AND WORKFORCE DEVELOPMENT

1. Acquire facilities in downtown Orangeburg to establish presence and to further Claflin's relationship with the city and the community.
2. Strengthen partnership with the local school districts to improve the K-12 system by producing committed teachers for the community.
3. Explore the feasibility of external sites in the upstate region

in furtherance of Claflin's objective of becoming a player in the economic growth of the area and the state.

4. Ensure Claflin's role in the economic development of Orangeburg and the tri-county area through the appointment of representatives to the Orangeburg County Chamber of Commerce, the Orangeburg County Development Commission and the Tri-County Chamber of Commerce.



STUDENT LEARNING OUTCOMES

I. COMMUNICATION AND LITERACY:

- a) Oral and Written and Communication skills
- b) Digital Literacy

Clafin graduates will be able to convey ideas efficiently and effectively and analyze information from digital and multimedia print sources.

II. KNOWLEDGE ACQUISITION:

- a) Arts, Literature and Fine Arts
- b) World Civilization
- c) Natural Sciences
- d) Quantitative Studies
- e) Social Sciences
- d) Individual Disciplines

Clafin graduates will demonstrate knowledge of the world through the study of the arts, sciences, civilization, and culture.

III. INTELLECTUAL ACUMEN:

- a) Critical Thinking
- b) Rational Reasoning
- c) Quantitative Literacy
- d) Synthesis and Integration of Knowledge

Clafin graduates will demonstrate professional competence by displaying critical thinking skills, rational reasoning, effective synthesis, and integration of knowledge in a variety of settings.

IV. LEADERSHIP AND LIFE SKILLS:

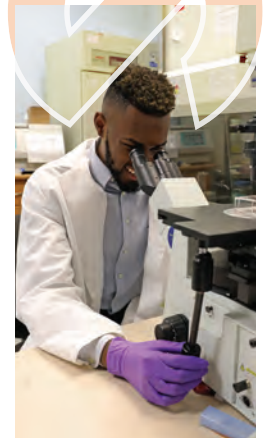
- a) Civic Engagement
- b) Ethical Reasoning
- c) Collaboration/Teamwork)
Community Service
- e) Engaging Difference
- f) Entrepreneurship
- g) Financial Literacy
- h) Soft skills and professional development

Clafin graduates will demonstrate visionary leadership, initiative, and collaboration by displaying a capacity for ethical reasoning, innovation, financial literacy, entrepreneurship, civic engagement, and community service.

V. GLOBAL CITIZENSHIP:

- a) Cultural Sensitivity and Awareness
- b) Sustainability
- c) Awareness of Global issues
- d) Social Justice

Clafin graduates will demonstrate cultural sensitivity and global citizenship by learning to analyze and to address complex issues of local, national, and global communities.





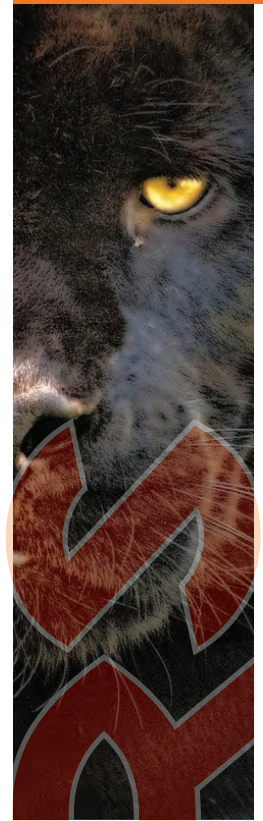
MOTTO

"As ye that others would do to you,
do ye also to them likewise."



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Claflin University

400 Magnolia Street
Orangeburg, SC 29115

(803) 535-5000

www.claflin.edu

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