



Claflin University

VISION

Strategic Plan

2016 - 2021

Claflin LEADS: A Shared Vision for the 21st Century

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Dear Clafin Family,

I am pleased to announce that at its October 21, 2016 meeting, the Board of Trustees approved the Clafin University Strategic Plan for 2016-2021, “**Clafin LEADS: A Shared Vision for the 21st Century.**” The plan contains the key navigational tools designed to guide the University as it continues the transformative processes of becoming a leading 21st Century institution of higher education that is sustained by strategic thinking and planning.

Clafin LEADS, where LEADS is an acronym for:

Leadership & Professional Development

Experiential Learning

Academic Excellence

Diversity & Inclusion

Student Success



We arrived at this point through a well-conceived process, and through your commitment and support. I want to thank all of you for your contributions, large or small, as we move forward to achieve the challenging but attainable goals in this plan.

Let us go forward with a similar commitment because our students deserve our best effort.

Sincerely,

A handwritten signature in black ink that reads 'Henry N. Tisdale'. The signature is written in a cursive, flowing style.

Henry N. Tisdale
President of Clafin University



Clafin University continues the transformative processes of becoming a leading 21st Century institution of higher education that is sustained by strategic thinking and planning. The institution's vision of becoming recognized as one of the premier undergraduate teaching and research universities can be measured by the milestones that have been accomplished during its inception. The present planning process which guided the more recent institutional transformation dates back to 1995 when President Tisdale appointed a Long Range Planning Committee (LRPC) and subcommittees to establish a bold and sharply focused framework for the future growth and development of the University.

The current LRPC, chaired by President Tisdale, consists of representation from all units of the University, including the administration, faculty, staff and students. The overriding focus of the LRPC is to define a clear path for the institution's journey towards excellence. The primary concern from the outset was to assess the previous plan and use environmental scanning data to establish key navigational tools to include a revised mission statement that reflects who we are, who we serve, our purpose and the expected results; a vision statement that mirrors our desired future state of excellence; strategic goals that define the course of the University's journey towards excellence; expected

student outcomes to assess learning; and guiding principles that represents a value system to guide behavior that will achieve institutional excellence.

Early in the planning process, the administrative divisions, faculty, and staff were provided an opportunity to share or exchange their views on the proposed Long Range Plan that will guide the University's actions for the next five to 10 years with the overarching purpose of ensuring Clafin's vision of being recognized, in reality, as a leading 21st Century institution of higher education. This was followed by a comprehensive survey of faculty, staff and students. In August 2015, the Committee considered revisions/reports presented by subcommittees and made suggestions which were incorporated into the navigational tools.

During the 2015-2016 academic year, meetings in a town hall format were held with faculty, staff and students to allow input from these constituencies of the University. Clafin University alumni were also provided an opportunity for input. Subsequently, University administrative leaders considered all input and approved the plan for presentation at the June 2016 Board of Trustees Retreat. At the retreat, the Board reviewed the document, made recommendations and arrived at a consensus to support the plan. During the October 21, 2016 meeting, the Board formally approved the plan.



VISION STATEMENT

Claffin University will be recognized as a leading 21st Century institution of higher education that develops a diverse and inclusive community of globally engaged visionary leaders.

MISSION STATEMENT

Claffin University is a comprehensive institution of higher education affiliated with the United Methodist Church. A historically black University founded in 1869, Claffin is committed to providing students with access to exemplary educational opportunities in its undergraduate, graduate and continuing education programs. Claffin is dedicated to providing a student-centered, liberal arts education grounded in cutting-edge research, experiential learning, state-of-the art technology, community service, and life-long personal and professional fulfillment.

Claffin is a diverse and inclusive community of students, faculty, staff and administrators who work to cultivate practical wisdom, judgment, knowledge, skills and character needed for globally engaged citizenship and effective leadership.

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 over-arching 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 also 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.



STRATEGIC GOALS

I. LEADERSHIP AND PROFESSIONAL DEVELOPMENT

Develop an institutional infrastructure to prepare students for effective visionary leadership in a dynamic, 21st Century global environment, while continuing to develop and implement a complementary leadership development plan for faculty, staff and administrators that yields a sustainable and quality workforce at all levels of the University

II. EXPERIENTIAL LEARNING

Increase opportunities for students to reinforce classroom learning by enhancing beyond-the-classroom experiences and integrating theory, skills and practice necessary for the workforce of the 21st Century

III. ACADEMIC EXCELLENCE

Promote academic excellence by ensuring a vibrant academic community of outstanding faculty in a dynamic student-centered teaching-learning environment with distinctive programs that reflect student interests and the needs of the 21st Century workforce



IV. DIVERSITY AND INCLUSION

Develop and implement an action plan that ensures excellence in diversity and inclusion among students, faculty, and staff and the greater university constituency

V. STUDENT SUCCESS

Strengthen and enhance the student-centered living-learning environment through strategically designed initiatives that increase student retention, graduation, and placement

VI. RESOURCE DEVELOPMENT

Design and implement overall strategies including legacy programs to diversify and grow the institution's tuition and non-tuition revenue streams to accomplish its strategic goals, operational requirements and maintenance of fiscal accountability



STUDENT LEARNING OUTCOMES

I. Communication and Literacy:

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

Claflin 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

Claflin 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

Claflin 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
- d) 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 address complex issues of local, national, and global communities.



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“The World Needs Visionaries”