

**SHAW**  
UNIVERSITY  
1865

# 2020+ EPIC STRATEGIC PLAN



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# PREFACE AND PLANNING PROCESS

This strategic plan originated within Shaw University's current organization and endeavors to bring forward and update previous planning efforts with current business realities. It is meant to support the development of projects and opportunities that will secure the institution's sustainability.

In January 2016, through an IBM IMPACT grant, cabinet members, IBM consultants and the Office of Strategic Planning, Institutional Research, and Effectiveness (OSPIRE) engaged in a week-long planning session to initiate what is now the 2020+ EPIC Strategic Plan. The aim of the week-long session was to study, streamline, retain relevant portions, and create new priorities for 2020, and beyond.

The Shaw University 2020+ Strategic Plan is essential to the short- and long-term growth, evolution, and sustainability of the University. Shaw 2020+ establishes a vision for the next five years with a set of transformative objectives, initiatives, and measurable goals to inform decisions on institutional priorities, investments, programs, and initiatives.

Shaw 2020+ builds on 2015-2020 institutional successes in implementation of online degree programs, the launch of an accelerated degree program for adult learners, increases in year-over-year retention rates, implementation of IT infrastructure and cloud technology, and new professional services contracts for maintenance, landscaping, environmental services, and dining services.

To ensure that the 2020+ strategic planning process and final strategic plan reflect the perspectives and values of the Shaw University community, the University offered several opportunities for students, faculty, alumni, staff, trustees, and friends to provide input into this plan, including surveys, workshops, and presentations.

The goal of the 2020+ Strategic Plan is to provide the University and its stakeholders with a roadmap for resource development and allocation to link our Mission and our Vision. The Vision driving the 2020+ planning cycle is in response to the immediate need for the University to commit the necessary resources to enhance the overall Shaw University student experience.

The 2020+ Strategic Plan highlights the strategic direction Shaw University will take during the next planning and assessment cycle. This plan includes opportunities to leverage our current outstanding assets to ensure the greatest impact in education, research, and innovation and to make recommendations and execute action based on these findings.

The current plan has been developed as a dynamic plan that will be reviewed quarterly by the Strategic Planning Committee. Implementation of the current plan will take place in organizational units that have developed unit operational plans aligned with the strategic priorities of the University. Metrics have been developed at the strategic and operational levels to guide project implementation. Organizational units are expected to update, modify, and refine their metrics as they implement their strategic initiatives.

Shaw University looks forward to your continued support, engagement, and participation in achieving excellence and opportunity in the years 2020-2025, and beyond.



## SHAW UNIVERSITY MISSION

Shaw University, founded in 1865, is the oldest historically black college of the south. Shaw is a private, coeducational, liberal arts university affiliated with the Baptist Church. The University awards degrees at the undergraduate and graduate levels and is committed to providing educational opportunities for a diverse population, who otherwise might not have the opportunity for education. The primary mission of the University is teaching with the commitment to maintain excellence in research and academic programs that foster intellectual enhancement and technological skills.

## STATEMENT OF MISSION

Shaw University exists to **advance knowledge**, facilitate **student learning** and achievement, to **enhance** the spiritual and ethical **values** of its students, and to **transform a diverse community** of learners into future global leaders.

## SHAW UNIVERSITY INSTITUTIONAL VISION

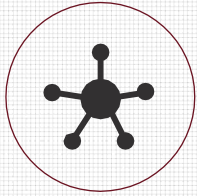
By leveraging our legacy, Shaw University will empower and equip generations of learners to achieve exemplary success in life. We will be recognized as a regional leader in cultivating technologically astute students.

## SHAW UNIVERSITY INSTITUTIONAL CORE VALUES

- Character Development
- Commitment to Excellence and Service
- Communication
- Diversity
- Integrity
- Leadership

# INSTITUTIONAL PRIORITIES

The current plan updates and coordinates with the previous plan by continuing to enhance the five original priorities and adding optimization priority as a framework for developing future directions for the 2020+ Plan:



## **Enhance Institution-wide infrastructure to support the University's mission and business ambitions**

To develop institutional capacity through process and policy improvements related to academic, financial, human resources, technology and infrastructure planning and management in order to support teaching, research, business and service priorities.



## **Optimize academic and operational processes to increase institution-wide efficiency and effectiveness**

To maximize institutional effectiveness and efficiency by identifying areas for improvement in academic and operational systems and jointly devising and executing mechanisms to improve the quality of the educational and entrepreneurial culture at Shaw University.



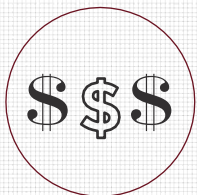
## **Improve student retention, time to graduation and career readiness**

To enhance student success and improve retention by providing adequate resources, a socially and intellectually nurturing environment, and facilitating training and mentorship opportunities that support student career preparation through academic integration.



## **Develop new local, national, and global strategic partnerships that increase faculty effectiveness and engagement; diversity and student success**

To build and institutionalize a culture of excellence and entrepreneurship strengthened by local, national and global community partnerships to advance the teaching, research, and service mission of the University.



## **Create diversified revenue streams in order to drive the business process and support the university's mission**

To promote fundraising and resource diversification and development within the institutional context of financial process improvements that includes effective policies and management practices.



## **Increase marketing presence with refined brand identity and value proposition**

To sharpen Shaw University's value proposition and brand exposure to national and international audiences in support of recruitment and development efforts and academic programming education.

Each of these priorities will be dependent upon full participation from stakeholders at all levels of the University community. These priorities require creativity and commitment in the face of declining resources and a changing landscape in higher education. The University will continue to maintain a quarterly review and annual reporting process to serve as an accountability mechanism and a way to keep our focus on effective execution. Quarterly reviews will include quantitative and qualitative data regarding the context and challenges, accomplishments, and status updates toward meeting the goals and strategies underlying the six priorities. In addition, quarterly plan reviews will include an analysis of progress in securing buy-in, and the resources for plan execution.

# STRATEGIC PRIORITIES

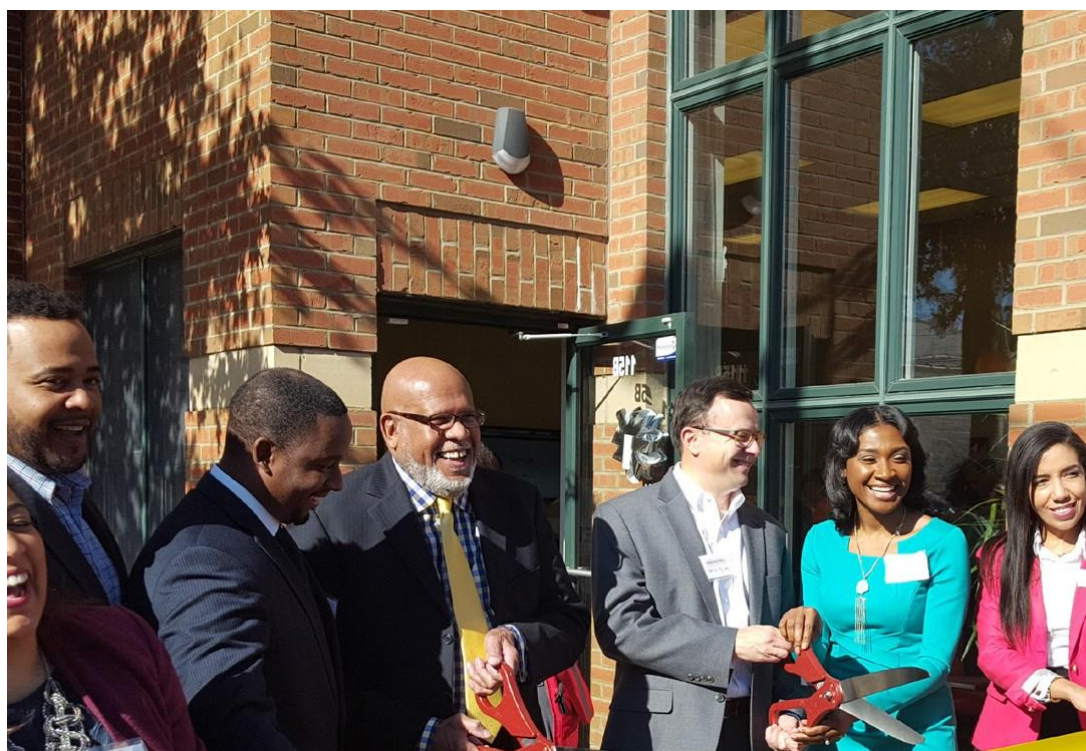
## STRATEGIC PRIORITY 1:

*Enhance Institution-wide infrastructure to support the University's mission and business ambitions*

**Initiative 1.1: Expand and fortify University facilities planning, operations and maintenance**

**Initiative 1.2: Strengthen information technology infrastructure to support teaching and learning, business operations, research, administration and data protection**

**Initiative 1.3: Support, encourage and reward entrepreneurial activity that reflects research and innovation in areas of strategic focus**





## STRATEGIC PRIORITIES

### STRATEGIC PRIORITY 2:

*Optimize academic and operational processes to increase institution-wide efficiency and effectiveness*

**Initiative 2.1: Utilize automated workflows to improve operational efficiency.**

**Initiative 2.2: Implement cost reduction strategies across divisional units**

# STRATEGIC PRIORITIES



## STRATEGIC PRIORITY 3:

*Improve student retention, time to graduation and career readiness*

**Initiative 3.1: Create and sustain research internship opportunities and increase student participation in service learning, locally, nationally and internationally.**

**Initiative 3.2: Explore new degree and certification programs that are aligned with workforce demands to fill the talent pipeline, especially in under-represented fields.**

**Initiative 3.3: Develop an institutionalized recruitment and retention plan with innovative intervention strategies to improve student retention, persistence and graduation.**

**Initiative 3.4: Monitor and improve efforts to increase graduation rates.**





## STRATEGIC PRIORITIES

### STRATEGIC PRIORITY 4:

*Develop new local, national, and global strategic partnerships that increase faculty effectiveness and engagement; diversity and student success*

**Initiative 4.1: Develop partnerships with businesses, government and non-profits to enhance teaching, research and service mission.**

**Initiative 4.2: Cultivate Shaw into a higher education leader of local and regional revitalization in science, education, economic development and civic responsibilities.**

# STRATEGIC PRIORITIES

## STRATEGIC PRIORITY 5:

*Create diversified revenue streams in order to drive the business process and support the University's mission*

**Initiative 5.1: Increase grant, foundation and corporate support.**

**Initiative 5.2: Expand philanthropic giving programs.**

**Initiative 5.3: Leverage Shaw University's real estate.**



## STRATEGIC PRIORITY 6:

*Increase marketing presence with refined brand identity and value proposition*

**Initiative 6.1: Clearly define and promote Shaw University's value proposition**

**Initiative 6.2: Execute a comprehensive and integrated marketing/communications strategy**

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**Excellence. Opportunity. This is ShawU!**