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PREFACE AND PLANNING PROCESS

This strategic plan originates 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 2015-2020 EPIC Strategic Plan. The aim of the week-long session was to study, streamline, retain relevant portions, and create new priorities for 2015-2020.

During the summer months of 2016, the President, Executive Cabinet, the Director of OSPIRE and the Director of Human Resources engaged in weekly planning sessions to continue the visionary aspects of the action items produced from the IBM sessions. The leadership had the task of reviewing the priorities and developing the executive level initiatives and key Performance Indicators.

In August 2016, during the Faculty and Staff Opening Institute, faculty and staff members were engaged in strategic planning sessions. There were six sessions, one for each priority. In these sessions, faculty and staff were given the opportunity to provide their input on the future direction of Shaw University and areas of strategic focus over the next five years. The Director of OSPIRE led a planning session with the Board of Trustees on August 27, 2016. The Board members provided their visionary input on Shaw University’s strategic direction.

On September 7, 2016, the Strategic Planning Committee met to gather additional input from the Board of Trustees, as well as faculty, staff and student representatives to refine the draft of the 2015-2020 EPIC Strategic Plan. The final draft was presented to the Board of Trustees at their October 2016 Board meeting.

The university strategic plan highlights the strategic direction Shaw University will take over the five-year period of 2015-2020. 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 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 2015-2020 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 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

Key Performance Indicators (KPI):

1. Improve campus environment by enhancing grounds keeping and creating residential, business and academic spaces that reflect a 21st century design trends.
2. Locate and digitally archive architectural drawings and plans for all University buildings and real estate holdings.
3. Track utility usage rates in order to address energy consumption inefficiencies and meet campus sustainability targets.
4. Update campus Master Plan to include planned activities that demonstrate a 21st century vision.
5. Update Deferred Maintenance Plan for project implementation.

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

Key Performance Indicators (KPI):

1. Identify and implement systems solutions that drive operational, instructional research and administrative efficiency and effectiveness.
2. Create a cloud-computing strategy and provide services that minimize risk, lower costs, and increase agility in the IT service delivery.
3. Establish innovative modes of engaging students via the use of technology throughout the entire academic lifecycle - from prospective student to alumnus.
4. Institute business continuity and disaster preparedness strategies across Shaw University that provide data privacy and security and mitigates cyber security risks.
5. Ensure access to data and tools necessary to improve learning outcomes, enhance teaching and learning, expand research, and inform policy and governance decisions.

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

Key Performance Indicators (KPI):

1. Incentivize and recognize faculty and staff for grant acquisition, successful tech transfer and innovative research, especially multi-disciplinary collaborations.
2. Build operational and physical infrastructure that encourages and promotes excellence in research and scholarship at the graduate and undergraduate levels.
3. Incentivize innovation and entrepreneurship through competitions that challenge faculty, students, and staff.
4. Significantly increase the number of high-impact interdisciplinary academic offerings and creative activities.
5. Build relationships and generate opportunities for faculty and students with entrepreneurial communities and agencies locally, nationally and globally.
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.

Key Performance Indicators (KPI):
1. 10% yearly reduction in cumulative maintenance tickets.
2. Implementation of technology solutions that improve task completion times.
3. 10% yearly reduction in paper consumption.
4. Increased usage of electronic data delivery systems, compared to paper tracking.

Initiative 2.2: Implement cost reduction strategies across divisional units

Key Performance Indicators (KPI):
1. 5% yearly cost savings across divisional units, benchmarked against 3 year average
2. 10% increase in procurement savings via discounts, cost avoidance and purchasing incentives
**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.

**Key Performance Indicators (KPI):**

1. Recruit at least 10 students and 1 faculty member per year to study abroad.
2. Incorporate a service learning component into student enrichment activities.
3. Increase the number of academic and non-academic internship participants by 10% per year.

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.

**Key Performance Indicators (KPI):**

1. Develop academic programs and certificate offerings that support economic development and talent needs of a local, national and global environment.
2. Establish at least 2 certificate programs per academic year.
3. Establish advisory committees consisting of leaders in the business community to review and help build curricula that is aligned with local, state, and regional workforce needs.
4. Engage interdisciplinary strengths to generate creative solutions.
5. Explore new CAPE venues and teaching delivery methods for supporting continuing education for graduate and CAPE students.
6. Explore and create a digital academy to enhance and expand online course delivery.

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

**Key Performance Indicators (KPI):**

1. Provide educational development opportunities for faculty to increase rigor and quality of instruction that emphasize retention through active learning and student engagement.
2. Increase the number and success of large and targeted external proposal submissions, and increase the diversity of funding sources.
3. Increase fall to fall retention targets for each academic program by 10% per year.
4. Develop and implement a plan for increasing need- and merit-based funding to broaden access and ensure a Shaw education remains affordable for all students.
5. Enhance the strength of the University campus community through diversity and inclusion in recruitment of faculty, staff and students.

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

**Key Performance Indicators (KPI):**

1. Increase graduation rate by 5% each year.
2. Evaluate each academic program to generate accelerated degree offerings and to identify potential barriers to completion.
3. Reduce financial, academic and social barriers that effect time to graduation.
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.

Key Performance Indicators (KPI):

1. Increase number of new partnerships leveraged for student benefit in focus areas of STEM, education and business.
2. Increase corporate presence on campus through sponsorship of University events, in alignment with yearly development targets.
3. Create unique partnerships between Shaw University and unlikely external partners that demonstrate innovation and entrepreneurial savvy in Shaw’s approach to achieving its stated priorities.
4. In partnership with the business and entrepreneurship communities, promote economic development and job creation through campus technology and tech transfer ecosystems.

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

Key Performance Indicators (KPI):

1. Develop centers of Innovation and Excellence across STEM, education and business fields
2. Leverage Shaw University’s proximity to Downtown by creating experiential learning opportunities for Shaw students
3. Increase the number of professors with practical experience in their fields of study.
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.

Key Performance Indicators (KPI):
1. Target and obtain government funding that aligns with the University’s goals.
2. Refine development strategy by incorporating each division in mini fundraising plan, with a focus on creating a robust development program throughout the University, at large, and the School of Divinity, in particular.
3. Increase in corporate, private and foundation giving by 10% annually.

Initiative 5.2: Expand philanthropic giving programs.

Key Performance Indicators (KPI):
1. 10% increase in annual giving
2. Increase Board of Trustee’s contributions both individual and fundraising efforts by 20%
3. Increase new donors by 5% yearly
4. Increase alumni giving by 2% annually.

Initiative 5.3: Leverage Shaw University’s real estate.

Key Performance Indicator (KPI):
1. Create diversified revenue streams by promoting campus facilities rentals.
2. Increase campus property rentals by 20%.
3. Probe real estate partnerships that increase revenue generation and asset utilization.

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

Key Performance Indicators (KPI):
1. Leverage web, social media and mobile technologies to provide uniform messaging to internal and external audiences.
2. Utilize the E.P.I.C. brand when communicating internally and externally
3. Increase and leverage positive media articles highlighting Shaw University’s faculty, staff and students.

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

Key Performance Indicator (KPI):
1. Marketing Plan revised by July 1, 2017
2. Ramp up marketing and advertising efforts that align with Shaw University’s EPIC brand and message.
3. Highlight faculty, staff, student and alumni features that demonstrate Shaw University effectiveness in teaching and learning.
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