USC Upstate Strategic Planning Process

Strategic Plan

- **Definition:** A document used by the institution to align the organization and budget structure with the organizational mission, vision and priorities. The USC Upstate strategic plan includes a mission statement, a vision statement, core institutional values, a description of our long-term goals and objectives, and tactics (or means the institution plans to use) to achieve these general goals and objectives. The strategic plan may also identify external factors that could affect achievement of long-term goals.

- **Duration:** Components of the strategic plan will be reviewed and updated as noted.

- **Development:** The development of the strategic plan is a collaborative effort across the institution.

Mission

- **Definition:** The definition of the unique character and fundamental purposes of the University.

- **Duration:** Subject to infrequent and evolutionary change.

  S.C. Commission on Higher (last revision 2006)

- **Development:** Proposed by the chancellor; subject to advice and consent of the Faculty Senate. Upon recommendation by the chancellor, requires approval of the president and Board of Trustees. Further approvals required by CHE and SACS.


  Approved by USC Board of Trustees, June 29, 2006

The University of South Carolina Upstate aims to become one of the Southeast’s leading “metropolitan” universities … a university that acknowledges as its fundamental reason for being its relationship to expanding populations along the I-85 corridor. It aims to be recognized nationally among its peer metropolitan institutions for its excellence in education and commitment to its students, for its involvement in the Upstate, and for the clarity and integrity of its metropolitan mission.

As a senior public institution of the University of South Carolina with a comprehensive residential campus in Spartanburg and commuting and degree completion operations at the University Center of Greenville, the University’s primary responsibilities are to offer baccalaureate education to the citizens of the Upstate of South Carolina and to offer selected master’s degrees in response to regional demand.

USC Upstate strives to prepare its students to participate as responsible citizens in a diverse, global and knowledge-based society, to pursue excellence in their chosen careers and to continue learning throughout life.

Curricula and services are designed for the University’s students, four to seven thousand in headcount, who are diverse in background, age, race, ethnicity, educational experience and academic goals. Students are drawn in large proportion from the Upstate where many choose to remain for their careers. A broad range of major curricula are provided in arts and sciences and in professional fields of study required by the regional economy, including business, education, and nursing. Through on-site instruction, distance learning, continuing education and inter-institutional articulation agreements, both traditional students and working professionals are served across the region.

Consistent with the international character of the Upstate, the University promotes global perspectives across its programs. Supporting the regional employment objectives of most of its students, it provides extensive experiential learning opportunities.

The University’s metropolitan mission rests upon a foundation of partnerships with the education, corporate and service organizations of the Upstate. The faculty provides leadership in promoting the Upstate’s economic, social and cultural development. This is achieved through its teaching, professional and public service, basic and applied scholarship and research, and creative endeavors.
## USC Upstate Strategic Planning Process

### Vision
- **Definition:** The over-arching goal statement guiding the University’s development.
- **Duration:** Change is infrequent and evolutionary.
- **Development:** Same as “mission.”

The University of South Carolina Upstate, having distinguished itself as “the metropolitan university of South Carolina,” anticipates earning recognition as one of the leading metropolitan universities of the nation.

### Core Values
- **Definition:** Core values serve to govern attitudes, behaviors, and decisions in daily activities among stakeholders.
- **Duration:** Change is infrequent and evolutionary.
- **Development:** Same as “mission.”

The University’s core values not only serve as the philosophical underpinnings of the institution’s mission, but they serve to govern attitudes, behaviors, and decisions in daily activities among stakeholders. As such, the University of South Carolina Upstate affirms that...

**People** come first. We are committed to creating an inclusive environment wherein we respect our differences as we pursue our common academic purposes. Our employees, students, parents and partners are the University’s most valuable assets. We aim to work hard, work smart and always do the right thing. We cooperate and collaborate with colleagues and constituents, aiming to be responsive, flexible, accessible and friendly in our service. We strive to be good will ambassadors for the University, and to advance its reputation and its metropolitan mission.

**Stewardship** of resources is critical to accomplishing the University’s mission. We understand the importance of evaluating and reflecting on our daily activities in order to gain the highest value in return for the University’s and our own professional investments. As employees, we aim to apply principles of honesty and fiscal responsibility in order to conserve student, partner, and University resources as though they were our own.

**Integrity** as an academic institution drives our daily activities. That integrity includes a passion for teaching and learning, and a belief that every employee and student has a right to learn and progress as far as he or she is able. We seek, therefore, to provide a distinctive learning environment that supports and encourages employee growth and personal and professional development.
## USC Upstate Strategic Planning Process

### Goals
- **Definition**: Long-term mission-directed purposes that, when accomplished, position the University at the threshold of its vision.
- **Duration**: As fundamental products of the University's mission, goals are *very stable over time*.
- **Development**: Goals are reviewed regularly by the Chancellor's Cabinet and the Strategic Issues Advisory Committee.

The Strategic Issues Advisory Committee was established in 2006. It is a broad based committee created to review data and analysis (similar to an environmental scan) annually and provide recommendations on strategic priorities.

### Objectives
- **Definition**: Major milestones in the University’s drive toward the accomplishment of its goals.
- **Duration**: *Relatively stable over time*, though emphasis may shift from year to year in response to environmental scans and recommendations from the Strategic Issues Advisory Committee.
- **Development**: Objectives are reviewed and amended *annually* by the chancellor in consultation with the cabinet, deans, directors and the Strategic Issues Advisory Committee.

<table>
<thead>
<tr>
<th>Goal</th>
<th>1. <strong>Student Success</strong> - Design and implement educational experiences that enable (facilitate) students to meet intellectual, social and career/professional objectives.</th>
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<tr>
<td></td>
<td>1.1 Implement strategies to support student retention and persistence to graduation.</td>
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<td>1.2 Continually increase placement of students into internships, field experiences, careers and graduate education.</td>
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<td>1.3 Facilitate new and transfer students' early adaptation to the university culture and campus community via increased participation in orientation, University 101, Fall Welcome program and similar initiatives.</td>
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**USC Upstate Strategic Planning Process**

### Tactics

- **Definition:** Multiple, specific initiatives, strategies or means undertaken to achieve objectives.

- **Duration:** Tactics remain on the list until they are accomplished or are no longer viable.

- Annually, based on review of current environmental scans, on-going assessments, evolving opportunities and budgetary circumstances, the Chancellor’s Cabinet and their direct reports develop tactics that are most appropriate to address the priority issues for the upcoming year. Priority issues may be a weakness that needs addressing, a threat that cannot be ignored, etc. The tactics developed each spring comprise the **USC Upstate Annual Plan.**

- **Development:** Tactics are developed during the planning cycle in early spring by the cabinet in consultation with deans, directors and department supervisors and are subject to review and approval by their division leader. Tactics requiring cross-functional operational planning and implementation are assigned to a Cabinet member for lead responsibility. The lead cabinet member or their designee is then responsible for collaboration and coordination across divisions/departments. The annual plans are developed jointly with budget request for the upcoming year.