



**“Re-imagining Voorhees College: A  
New School of Thought”**

**Strategic Plan**  
2017 - 2022

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## **CORE STRATEGIC GOALS AND OBJECTIVES**

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## Message from the President

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As the 9<sup>th</sup> president of Voorhees College and as an experienced higher education administrator, I understand the importance of strategic planning and the dynamics of how it guides an institution. To that end, the accompanying document delineates the goals, objectives, and strategies for Voorhees College to be “re-imagined” and transformed into a 21<sup>st</sup> century premier liberal arts institution.

Based upon the principle of shared governance, a diverse group of individuals comprised of the administration, faculty, staff, students, alumni, and Board of Trustees was organized and convened to conceptualize, develop, and refine the College’s 2017-2022 Strategic Plan. Subsequent to a six-month period, the result of the group’s collaborative vision and assessment is the five-year Strategic Plan. It is designed to inspire the entire College community to aspire toward greater expectations, greater work and service, and greater productivity to maximize the “re-imagined” thrust of Voorhees College.

Within the 2017-2022 Strategic Plan are four goals that emerged from the exemplary strengths of Voorhees College as evidenced by the thousands of students who have benefitted from its educational, social, cultural, and spiritual programs and activities. Moreover, the specifically identified needs and challenges of the College provided the impetus for renewed dedication to its mission and the philosophy of our founder, Elizabeth Evelyn Wright. Therefore, the College’s 120-year historical posture as a viable educational institution for changing the lives and minds of students will continue to be its “raison d’etre”.

The 2017-2022 Strategic Plan is indicative of our commitment and resolve to attain the goals of the Plan. In essence, we embrace our rich heritage and past, and we forge ahead empowered by knowledge and confidence to maintain high academic standards and to produce exceptionally prepared graduates for success in their professions and personal endeavors.

Sincerely,

A handwritten signature in black ink that reads "W. Franklin Evans". The signature is written in a cursive, flowing style.

W. Franklin Evans, Ph.D.  
President, Voorhees College

## **College/Campus Overview**

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Founded in 1897 by Elizabeth Evelyn Wright Menafee, Voorhees College's mission always has been to offer all students a quality comprehensive general education, coupled with professional education, in a value-centered liberal arts tradition. In addition, Voorhees College was the first Historically Black College and University in South Carolina accredited by the Commission on Colleges of the Southern Association of Colleges and Schools.

### **Our Community**

Voorhees College, which is designated as an Historic District in South Carolina, consists of 365 acres in Bamberg County in the city of Denmark. Voorhees is about 50 miles south of Columbia, 80 miles northwest of Charleston, and 53 miles west of Augusta, Georgia. Denmark, SC is not only the home of Voorhees College, but a sister two-year institution, Denmark Technical College, is also located just minutes from the campus of Voorhees.

### **Academic Programs**

Voorhees College offers degrees in accounting, biology, business administration, child development, criminal justice, computer science, English, interdisciplinary studies, psychology, public health, sociology, sports management, mathematics, mass communication, organizational management, and theological studies. Voorhees offers a training program in cyber security education and has a special partnership with the National Nuclear Security Administration that lets students participate in summer internships in cyber security at various locations across the United States.

### **Intercollegiate Sports**

The Voorhees College Tigers are in the Association of Independent Institutions of the National Association of Intercollegiate Athletics Division I. The Tigers compete in baseball, softball, men and women's basketball, men and women's track and field, and cross country.

### **By the Numbers**

- 37 full-time faculty members with 30% holding doctorates and terminal degrees
- 10:1 Student / Faculty Ratio
- Undergraduate Enrollment of nearly 500 students
- \$19,976 tuition and on-campus residential living (\$12,630 off-campus living)

## **Challenges**

Over the last five years, Voorhees has experienced a major decline in its student population, funding, and student retention. Enrollment declines, cuts to governmental financial aid, leadership controversies, heightened state and federal oversight, alumni disengagement, low endowments, and accreditation woes are working together to threaten HBCUs and even jeopardize their existence. These factors and others pose a serious threat to the viability and sustainability of this institution. In order to move this historical institution forward in a positive manner, an aggressive strategic plan must be developed and implemented.

## **VISION**

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Voorhees College will be globally recognized as a premier, comprehensive liberal arts institution focused on student success, excellence, integrity, service leadership, diversity and faith.

## **MISSION**

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Voorhees College is a private historically black liberal arts institution affiliated with the Episcopal church, whose mission is to produce highly qualified graduates who coalesce intellect and faith in pursuit of life-long learning, healthy living, the betterment of society, and an abiding faith in God.

## **VALUES**

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The Strategic Plan represents Voorhees College's vision and expectations for the future. Moreover, there are values of the institution that help to share and mold our vision and the strategies to be implemented for institutional improvement and success. Those core values include the following:

- INTEGRITY
- SERVANTHOOD
- TENACITY
- EXCELLENCE
- DETERMINATION
- COMPETENCE

## **STRATEGIC GUIDING PRINCIPLES**

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The six core values assist in forming and guiding the programs, activities, and services provided by the College. The Strategic Guiding Principles are the ideals that decisions, actions, and initiatives will be developed and implemented. There are four over-arching strategic guiding principles essential to fulfilling the vision, mission, and future success of Voorhees College:

**Teaching and Learning:** The College will provide an unsurpassed, student-centered learning experience led by engaged world-class faculty and staff, and enhanced by a globally diverse student body.

**Creativity and Innovation:** The College will create a unique learning environment that fosters creativity by allowing students to share their ideas about their educational needs.

**Outreach and Engagement:** The College will establish a culture of engagement and collaboration involving the exchange of knowledge and resources in a context of reciprocity with the citizens and institutions of South Carolina, the nation, and the world.

**Resource Stewardship:** The College will remain an affordable institution, recognized for financial sustainability, unparalleled management of human and physical resources, and operational efficiency and effectiveness.

## **CORE STRATEGIC GOALS**

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**Goal 1. Demonstrate Academic Excellence and Distinction**

**Goal 2. Facilitate Student Success**

**Goal 3. Ensure Institutional Efficiency and Effectiveness**

**Goal 4. Strengthen Resource Development**

## Strategic Scan

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### SWOT Analysis

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• Low tuition (marketing item)</li> <li>• Small classes with current ratio of 10:1</li> <li>• 365 acres of land (room for growth)</li> <li>• Strong athletic department</li> <li>• Fosters an environment of spiritual growth</li> </ul>	<ul style="list-style-type: none"> <li>• Low enrollment</li> <li>• Resources</li> <li>• Retention</li> <li>• Development for faculty and staff (teaching quality)</li> <li>• Deferred maintenance (facilities)</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>• Increase recruiting</li> <li>• Increase retention</li> <li>• Marketing (social media, radio station)</li> <li>• Creative fundraising</li> <li>• Career Pathway</li> </ul>	<ul style="list-style-type: none"> <li>• SACSCOC- possibility of losing accreditation (low enrollment, graduation rate)</li> <li>• Traditional funding (inadequate)</li> <li>• Retention</li> <li>• Leadership Development/faculty and staff</li> <li>• Health disparities</li> </ul>

### The External Environment

The SWOT analysis above identifies some immediate threats that will cause major damages to the creditworthiness of the institution. If these threats continue without any recourse, they will have a negative impact on achieving the school's objectives or making them unachievable.

## The Internal Environment

The College has inaugurated its ninth president, and a new direction has been charted for the institution. New additions to the administration, faculty and staff have occurred incrementally, and accountability is being stressed. Increasing enrollment and external funding have become top priorities. All campus facilities are functional, the campus provides a safe learning environment for students, and College alumni are being targeted for reengagement.

### CORE STRATEGIC GOALS AND OBJECTIVES

#### I. DEMONSTRATE ACADEMIC EXCELLENCE and DISTINCTION

To provide and promote a learning environment of excellence and distinction centered on an engaged superlative faculty and staff committed to fostering intellectual growth, developing relevant skills and competencies, offering experimental learning reflective of students interests, and producing competent workers and leaders for globally diverse world.

#### STRATEGIC GOAL #1

Strategic Objectives	Strategic Actions	Outcomes	Timeline	Responsibility
1.1 Attract and retain talented and qualified faculty	ACTION 1: Hire quality faculty  ACTION 2: Pay competitive salary to faculty	*Attract distinguished faculty; retain faculty who are nationally and internationally distinguished	2017-2022	EVPAA; Dept. Chairs; VP for Fiscal Affairs
1.2 Maintain regional accreditation	ACTION 1: Complete the 5 <sup>th</sup> year review successfully	*Satisfactory review by SACSCOC	Dec 2017	EVPAA; SACSCOC Liaison; Cabinet; Faculty; Staff

	ACTION 2: Complete IE plans annually to include a review of the previous year's plan	*Developed campus culture of best practices in Institutional Effectiveness	2017-2022	IE Unit; All campus units
1.3 Develop programs to enhance critical and creative thinking skills of students	ACTION 1: Create additional online courses and online degrees  ACTION 2: Incorporate critical thinking skills into course instruction	*New courses *New degrees *Authorization from SACSCOC for certificate programs  *Higher scores on program/discipline assessments	Jan 2018 submission 2017-2022  2017-2022	EVPAAs; Dept. Chairs; Faculty  Dept. Chairs; Faculty
1.4 Increase the number of specialized accreditations	ACTION 1: Seek accreditation for at least five degree programs	*Strong, distinctive academic programs	2018-2022	EVPAAs; Dept. Chairs; Faculty
1.5 Enhance the Honors Program	ACTION 1: Develop an honors curriculum with a degree designation  ACTION 2: Offer greater	*Distinctive academic programs and unit  *Academically stronger students  *Increased number of	2017-2022  2027-2022	EVPAAs; Honors Coordinator

	financial support for scholars	scholarships and scholars		EVPAAs; Honors Coordinator; VP for Institutional Advancement (IA); Financial Aid Director; Retention-Scholarship Coordinator
1.6 Enhance teaching, research, and service to engage ongoing academic excellence for traditional, non-traditional, and diverse student learners	<p>ACTION 1: Develop a Center for Teaching and Learning</p> <p>ACTION 2: Integrate a professional program to equip faculty and staff with enhanced skills</p> <p>ACTION 3: Provide incentive to faculty conducting research projects</p>	<p>*Appointment of a Director for the Center for TLR</p> <p>*Enhanced and competent Faculty</p> <p>*Increased Faculty satisfaction</p> <p>*Academically stronger students</p> <p>*Increased Faculty publications and presentations</p> <p>*Increased research grants and projects</p>	2017-2022	EVPAAs; Director for Center for TLR; Dept. Chairs; Faculty
1.7 Assess and offer relevant, meaningful, and cutting-	<p>ACTION 1: Conduct program reviews</p> <p>ACTION 2:</p>	<p>*Innovative classroom and coursework deliverables</p> <p>*Enhanced</p>	2017-2022	EVPAAs; Dept. Chairs; Faculty

edge curricula	Implement the Career Pathways Initiative	recruitment and retention via academic programming  *Stronger and distinctive academic programs  *Prepared		
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## II. FACILITATE STUDENT SUCCESS

To create and enhance a unique, student-focused learning environment that ensures excellence, creativity, and innovation in strategically planning and implementing initiatives to increase diversity, measures of retention and graduation, career exposure and placement, spiritual growth, and leadership development.

### STRATEGIC GOAL #2

Strategic Objectives	Strategic Actions	Outcomes	Timeline	Responsibility
2.1 Increase retention rate to 70%	ACTION 1: Develop and implement a retention plan  ACTION 2: Incorporate faculty and staff mentors as well as life coaches  ACTION 3: Implement student peer to peer mentoring.	*Retention Plan Developed  *Established academic coaching and mentoring teams  *Engaged students and student leaders  *Higher retention rates	Dec 2017  Dec 2017  2017-2022	VP for EMSA; EVPAA; Faculty; Staff; Coaches and Mentors; Retention Coordinator;
2.2 Increase graduation rate by 20%	ACTION 1: Develop a First-year Experience initiative  ACTION 2: Provide	*Higher graduation rates  *Greater post-graduation	2018-2022	EVPAA; VP of EMSA; Faculty; Staff; Coaches and Mentors; Retention

	<p>timely schedule of courses for preregistration</p> <p>ACTION 3: Provide intensive fall and spring advisement for juniors and seniors</p>	<p>success</p> <p>*Informed students progressing toward graduation</p> <p>*More students pre-registering</p>		Coordinator; Registrar
2.3 Refocus recruiting and admissions efforts	<p>ACTION 1: Restructure Admissions Office and processes</p> <p>ACTION 2: Provide training to Admissions staff on use of social media to communicate with potential students</p> <p>ACTION 3: Hold consistent financial aid and admission offices collaborations to assist students in completing FAFSA</p> <p>ACTION 4: Decrease data entry errors and use data effectively and efficiently</p> <p>ACTION 5: Create and implement a Faculty-Staff-Student Recruitment Plan</p> <p>ACTION 6: Develop pipeline with Gear-up and Upward Bound programs</p>	<p>*Efficiency in the Admissions Office</p> <p>*Social Media fully utilized to recruit and communicate with students</p> <p>*Joint Admissions and Financial Aid sessions with students</p> <p>*Recruitment plans for faculty, staff, students, and alumni</p> <p>*Collaborations with staff and students from Gear-up and Upward Programs</p>	2017-2022	VP for EMSA; Admissions Staff; Financial Aid Staff; Director of Media Relations;

<p>2.4 Promote co-curricular activities that expand student learning</p>	<p>ACTION 1: Charge SGA with planning of activities and programs</p> <p>ACTION 2: Partner academic affairs and student affairs to plan and execute two programs/events per semester</p>	<p>*Programs planned by SGA</p> <p>*Co-curricular activities each semester</p> <p>*Increased participation of students in global issues and experiential learning</p>	<p>2017-2022</p>	<p>Dean of Students; Director of Student Activities; Dept. Chairs; Faculty; Coordinator of Experiential Learning</p>
<p>2.5 Develop learning communities in the residence halls</p>	<p>ACTION 1: Establish learning communities in each dormitory</p> <p>ACTION 2: Require each dormitory to sponsor some educational activity or project during the academic year</p>	<p>*Residential pride among students</p> <p>*Tutoring in residential halls</p> <p>*Programs originating from each dormitory</p>	<p>April 2018</p>	<p>Director of Residential Life; VP for EMSA</p>
<p>2.6 Increase number of international students</p>	<p>ACTION 1: Recruit international students</p> <p>ACTION 2: Establish an International Students Office or program</p> <p>ACTION 3: Pursue financial assistance opportunities for international students</p>	<p>*National partnerships</p> <p>*Increased enrollment</p> <p>*Funding for scholarships and services</p>	<p>2017-2022</p>	<p>Admissions Staff; Registrar; EVPAA; VP for EMSA; Coordinator of Service Learning; Faculty; Staff</p>
<p>2.7 Create additional opportunities for student involvement in campus activities and organizations</p>	<p>ACTION 1: Strengthen intramurals program</p> <p>ACTION 2: Increase the number of athletic sports</p>	<p>*Engaged students</p> <p>*Additional sports such as volleyball and golf added</p>	<p>2017-2022</p>	<p>Director of Student Life; Coaches; VP for EMSA; Athletic Director; Faculty; Staff</p>

	<p>ACTION 3: Join an established NAIA conference</p> <p>ACTION 4: Increase the number of campus organizations and activities</p>	<p>*New NAIA conference</p> <p>*Academic competitions</p>		
2.8 Enhance the student support system and educational support programs to meet diverse needs of students	<p>ACTION 1: Evaluate student support programs and labs</p> <p>ACTION 2: Implement programs for non-traditional students</p> <p>ACTION 3: Hire quality support staff</p> <p>ACTION 4: Establish a Black Male Outreach Initiative</p>	<p>*Relevant support units for students</p> <p>*Cohorts of non-traditional students</p> <p>*Hiring of creative and dedicated staff</p> <p>*Off-campus sites</p> <p>*Positive role modeling by male students</p>	2017-2022	Director of IE; EVPAA; VP for EMSA; Dean of Students; Director of Student Support Services; Academic Enhancement Director
2.9 Promote personal, spiritual, cultural, and physical health and wellness across the campus	<p>ACTION 1: Implement a health and wellness program</p> <p>ACTION 2: Renovate the athletic track</p> <p>ACTION 3: Reopen the swimming pool</p> <p>ACTION 4: Revise Chapel Service format to be more student-directed</p>	<p>*Health initiatives implemented</p> <p>*Stronger presence from Rural Health Center</p> <p>*Functional swimming pool</p> <p>*New Track and Field area</p> <p>*Impactful Chapel services and programming</p>	2017-2022	VP for EMSA; Director of Athletics; Chaplain; Director of Student Life; Coaches
2.10 Increase the opportunity for	ACTION 1: Develop an Executive	*More employers on campus	2017-2022	CPI Staff; Dept. Chairs; Faculty;

students to engage with career professionals, prospective employers, and graduate and professional schools	<p>Speaker Series Program</p> <p>ACTION 2: Encourage alumni to serve as guest speakers and mentors</p> <p>ACTION 3: Provide LSAT, GRE, MCAT, and GMAT prep sessions</p>	<p>seeking students</p> <p>*Alumni serving as speakers</p> <p>*Testing prep seminars</p> <p>*Enhanced career and professional school fairs</p>		Alumni Director;
2.11 Emphasize service learning in the development of student leaders	<p>ACTION 1: Implement an Emerging Leaders Program</p> <p>ACTION 2: Provide professional development for student ambassadors and RAs</p>	<p>*Experiential learning activities integrated into curricula</p> <p>*Professional seminars for students</p> <p>*Student participation in experiential learning</p>	2017-2022	Coordinator of Service Learning; Director of Residential Life; Dept. Chairs; Faculty

### **III. ENSURE INSTITUTIONAL EFFICIENCY and EFFECTIVENESS**

To establish and maintain an organizational culture designed to meet the needs and expectations of an exceptional and efficient workforce and its stakeholders where accreditation is maintained, service is promoted, technology is enhanced, systems are results-oriented, processes are thoroughly assessed, accountability is expected, and financial stability is safeguarded.

### STRATEGIC GOAL # 3

Strategic Objectives	Strategic Actions	Outcomes	Timeline	Responsibility
3.1 Maintain accreditations	ACTION 1: Plan for a successful 5 <sup>th</sup> year and reaffirmation visit	*Satisfactory review of the SACSCOC report  *Campus culture supporting IE best practices	2017-2022	EVPAA; SACSCOC Liaison; IE unit; Cabinet; Faculty; Staff
3.2 Improve culture of customer service and satisfaction	ACTION 1: Implement customer service training	*Improved student satisfaction  *Enhanced customer-oriented campus  *Stakeholder satisfaction	2017-2022	Office of Human Resources; Cabinet
3.3 Update and expand computer information and technology systems	ACTION 1: Implement a plan for upgrading technology and software	*Enhanced technology with upgraded computers and software  *Enhanced Wifi	2017-2022	Director of IT; IT Unit; VP for Business; Cabinet
3.4 Revise employee and personnel evaluation system	ACTION 1: Revise evaluation forms  ACTION 2: Provide assessment training to employees	*Greater effectiveness of faculty and staff  *Ongoing training for supervisors and employees	2017-2022	Office of HR; Cabinet
3.5 Establish a deferred maintenance plan and system	ACTION 1: Revise deferred maintenance plan and building	*Updated maintenance plan  *Facility	2017-2022	VP for Business; Director of Facilities; Title III Director;

	upgrades	upgrades		
3.6 Maintain a safe, orderly, and vibrant campus	<p>ACTION 1: Develop a campus security plan</p> <p>ACTION 2: Revise emergency management plan</p> <p>ACTION 3: Maximize use of Facilities and Housekeeping staff</p>	<p>*Emergency Management Plan</p> <p>*Safe and secure campus with visible officers</p> <p>*Friendly, skilled, and knowledgeable facilities and housekeeping staff</p> <p>*Well-kept campus</p>	2017-2022	Director of Security; VP for Business; Director of Facilities
3.7 Develop campus master plan of infrastructure upgrades aligned with strategic plan	<p>ACTION 1: Create a facility usage plan</p> <p>ACTION 2: Secure new furniture for dorms and buildings</p> <p>ACTION 3: Implement a campus-wide student-driven energy saving initiative</p> <p>ACTION 4: Increase number of vehicles in fleet management unit</p>	<p>*Building use and space maximized for classes and activities</p> <p>*New furniture and renovations</p> <p>*Cost-saving energy initiatives</p> <p>*Cars added to fleet management</p>	2017-2022	VP for Business; EVPAA; Coordinator of Transportation; Director of Facilities; Title III Director; Dean of Students; Dept. Chairs

3.8 Maintain a balanced budget and strong financial base	ACTION 1: Create divisional and unit budgets  ACTION 2: Receive clean audits	*VPs and unit heads managing their budgets  *Clean audits with no findings or weaknesses	2017-2022	VP for Business; Comptroller; Cabinet; Unit heads
3.9 Comply with institutional, state, and federal policies and regulations	ACTION 1: Comply with Title III, Title IV, and Title IX guidelines	*Compliance with Title III, Title IV, and Title IX	2017-2022	Cabinet; Title III Director; Director of Financial Aid; Title IX Coordinator;
3.10 Assess campus-wide systems, programs, and activities for effectiveness	ACTION 1: Refocus the mission of the Office of Institutional Effectiveness  ACTION 2: Optimize the use data, assessment, and survey results  ACTION 3: Redefine mission and goals of the Center for Rural Health	*Redefined Office of IE  *Established culture of assessment  *Faculty and staff using data to improve efficiency of units  *New objectives and priorities for the Center for Rural Health	2017-2022	IE Coordinator; Cabinet; Dept. Chair; Faculty; Staff; Director of Rural Health Center

#### **IV. STRENGTHEN RESOURCE DEVELOPMENT**

To acquire and increase the financial and funding needs to remain an affordable institution, recognized for financial stability, unparalleled management of human and physical resources, an expanded and comprehensive donor base, and an ongoing and increasing flow of

gifts and donations in order to achieve the vision, mission, and programmatic needs of the College.

### STRATEGIC GOAL # 4

Strategic Objectives	Strategic Actions	Outcomes	Timeline	Responsibility
4.1 Pursue and create articulation and program agreements with other institutions	<p>ACTION 1: Establish partnership with SC HBCUs</p> <p>ACTION 2: Strengthen the CPI program</p> <p>ACTION 3: Revise MOU and articulation agreement with two-years colleges</p>	<p>*Stronger partnerships with other HBCUs</p> <p>*Expanded funding opportunities</p> <p>*Skilled and well-equipped student body</p> <p>*More partnerships with two-year technical schools and community colleges</p>	2017-2022	Cabinet; Dept. Chairs; Director of CPI; Faculty; Staff
4.2 Increase alumni support and engagement	<p>ACTION 1: Establish alumni chapters in areas where alumni are concentrated</p> <p>ACTION 2: Create a recruitment manual or video for alumni and chapters</p>	<p>*New chapters established</p> <p>*Recruitment materials developed and disseminated</p> <p>*Promote sales of the Voorhees car tag</p>	2017-2018	VP for IA; Director of Alumni Affairs; Director for Communications; Director of Admissions
4.3 Enhance relationship with and support from the Episcopal Church	<p>ACTION 1: Increase church funding for scholarships and other projects</p> <p>ACTION 2: Connect with</p>	<p>*Stronger ties with the Episcopal Church</p> <p>*Increased funding sources</p> <p>*Increased</p>	2017-2022	Chaplain; Cabinet; IA Staff; Director of Admissions

	dioceses in SC and surrounding states  ACTION 3: Expand recruitment efforts with Episcopal high schools	enrollment of students from Episcopal churches and high schools		
4.4 Improve campus-wide and external communications and visibility	ACTION 1: Develop and implement a robust marketing and PR plan  ACTION 2: Enhance the campus radio station to have greater community impact  ACTION 3: Revise website to make it more user-friendly  ACTION 4: Publish a monthly or bi-monthly newsletter, leaflet, or document to highlight campus news	*More publications highlight campus activities and accomplishments  *FM format for the radio station  *Revised website  *Stronger relationships with news media and mediums  *New brand for the College  *Create a weekly radio program to highlight campus activities and accomplishments	2017-2022	VP for IA; Director of Communications; Director of Radio Station; Webmaster;
4.5 Develop new initiatives to build the endowment	ACTION 1: Increase the number of major donors who can contribute at least \$10,000	*Increased donors and dollars  *Recognition program to acknowledge donors	2017-2022	VP for IA; Cabinet
4.6 Develop and implement a comprehensive fundraising plan	ACTION 1: Create a fundraising calendar  ACTION 2: Work	*Fundraising plan  *Increased funding from	April 2018	VP for IA; IA Unit; Cabinet; Athletic Director; VP for EMSA; Coaches

	<p>closer with UNCF to optimize its financial resources</p> <p>ACTION 3: Establish an athletic booster organization</p>	<p>UNCF</p> <p>*Create a Voorhees College Athletic Support Team (Booster Club)</p> <p>*Dollars raised to support athletic programs</p> <p>*Establish a foundation for the College</p>		
4.7 Secure external funding from grants and contracts	ACTION 1: Strengthen the Office of Sponsored Programs and Grants Services	<p>*Redefined Office of Sponsored Programs</p> <p>*Grants successfully funded by faculty and staff</p>	2017-2022	Director of Sponsored Programs; EVPAA; Dept. Chairs; Faculty; Staff
4.8 Pursue strong partnerships with local, state, national, and international communities and entities	<p>ACTION 1: Invite local businesses to campus</p> <p>ACTION 2: Establish stronger bond with campus vendors</p> <p>ACTION 3: Develop a principals' round-table and a guidance counselor symposium with local school districts</p>	<p>*Increased college partnerships</p> <p>*Local businesses engaged with the college</p> <p>*Principals and counselors from surrounding school districts engaging with campus and staff</p> <p>*Increased financial support from vendors</p>	2017-2022	Cabinet; Director of Admissions; Dept. Chairs; Faculty; Staff
4.9 Increase Board of Trustees' participation and	ACTION 1: Provide extensive training for board	<p>*AGB presence on campus</p> <p>*Trained board</p>	2017-2022	Cabinet; Executive Assistant to Board; VP for IA; IA staff

support of campus life and initiatives	members ACTION 2: Guide board members in making contact with potential donors	members *Potential donor list submitted by Board members		
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