

Vision: Spartanburg County will be the best educated county in South Carolina.

Objective: By the year, 2030, 40% of our residents age 25+ will have a baccalaureate degree.

The purpose of this strategic plan is to provide a comprehensive framework that outlines key strategies, actions steps, deliverables, and measurement for achieving the 10 Recommendations of the Task Force on College Degree Attainment.

This strategic plan will serve as the basis for the work of the College Hub.

The College Hub will develop a messaging strategy to foster a county wide culture that values educational attainment from prenatal status through Level 16.

This work will require a strong and focused leadership that represents the make-up of Spartanburg County.

Key Terms and Definitions

To achieve greater alignment and focus in moving toward the goal, it is important to identify the key terms identified in the Strategic Plan and the Task Force Report on College Degree Attainment in order to create definitions that will allow for a common language across sectors throughout the community.

Accessible Funds – To make college accessible for all our citizens meeting the minimum requirements for college entrance

Affordability – must consider total cost – opportunity cost/lost income, books, tuition, childcare, transportation for four years.

All people – all people in Spartanburg

All people – all gender, race, class (residence required)

Broad community – every sector including: business, education, healthcare, faith based, NGO's, youth, community organizations, government.

Children – pre-natal through Grade 16

College – 4-year degree institution or equivalent

College – 2-year/4-year, public/private, pursue all doors into college pipeline, returning students with intent to complete degree

College – post-secondary education (i.e. college, tech school, military, etc.)

College Prep – To ensure that all “qualified” students graduate from high school prepared for post secondary and/or baccalaureate degree attainment

Community – Spartanburg County (neighborhoods, schools, faith-based, business, non-profits, political/leadership, rural/urban)

Comprehensive marketing campaign – to be defined

Culture of Education – value/value system, formal and informal/continuous learning/life-long, measurable, rigorous

Cultural Message – To foster a county wide culture that values educational attainment from prenatal status through level 16

Education – early child development, environment for learning at home, 0-16, academic training, exposure to arts, travel, exposure to other cultures and environments

Education – Bachelor's degree

Enhance – expand, cultivate, maximize, encourage, foster, improve, promote, build

Expect – set standard and attitude

Families – anyone who supports a child

Graduate – meet state and local requirements for high school completion

Graduate – attend and graduate (completed all requirements)

Greater – more, bigger, better

Increase – more than 19% with bachelor's degree

Incubation – period of twelve (12) months necessary to provide the leadership and support for successful implementation of the College Hub of Spartanburg County by December 2010

Involvement - experiences in and out of school, participate, attendance, goal setting, teacher conferences, support students in seeking and taking advantage of special events, etc., non-traditional ways of getting parents involved, show interest in progress, explain the economic and quality value of education.

Jobs – To ensure our citizens have access to high quality jobs that will be able to attract and support a population in which 40% of its residents have a baccalaureate degree

Last-In – term used to describe students who have sought every available resource for financial assistance and will require additional financial support

Leadership – two categories (hierarchical and self-organizing), inclusive, collaborative, accountable, responsible

Leadership – To be intentional about developing strategic, committed, credible, and capable leadership for The 40/30 Challenge

Literacy – need expert for definition of functionally literate

Non-Attendees - those who graduate from high school but choose not to go on to college

Non-Completers - those working adults in the community who have some college but who, for various reasons, have not completed an associate's or bachelor's degree

Non-Persisters - those who begin college but do not persist to graduation, often dropping out at the end of the freshmen year

Parent – guardian, caring adult, family, mentor

Parents – primary caregivers, biological parents, community advocates, coaches, all adults

Prepared – meet college academic requirements for admission and completion

Qualified - equals having a GED or HS diploma.

Rates - Rate – baseline (?) to 80%

Return to Learn – to increase the number of adults age 25+ attending and completing college

Strong, focused – evaluation of their work

Students – individuals 16 and older

Support – help, assist, participate, nurture, ensure children attend class, financial, advocacy

The value of education - higher quality of life, better job, flexibility, better housing, self-confidence, pride, status, better citizenship, more earning potential

Value – worth, \$, benefits, opportunities, self worth, achievement, status

ACCESSIBILITY TO COLLEGE

Strategy: To make college accessible for all our citizens.

ACTION 1: Remove (perceived and real) barriers to pursuing a college degree (K12 and Non Completers 25-45)

- Identify barriers by age level to college degree attainment (k12 and 20-45) by 2010
- Align existing resources and support networks for each barrier and age level by 2011
- Match and connect resources with potential students using mentors, tutors, college guides
- Identify the institutional capacity within our 5 colleges

Deliverables:

- Increased number of students K12 and 20-45 with expectation and qualifications for attending college

Measurements:

- Decrease in the number of students not applying for college who are eligible and qualified by 50% by 2015

Benchmarks:

- To Be Determined

Resources/Agencies required for the work

- Messaging strategy
- United Way
- Social Service Agencies
- Metropolitan Studies Institute
- Guidance counselors
- College admissions advisors
- College Hub of Spartanburg County
- Upstate Workforce Investment Board

ACTION 2: Create a Countywide Dual Credit System

- Increase number of high school teachers with accreditation to teach dual credit 2015
- Determine methods to increase the number of AP and/or Dual Credits by 2011
- Increase number of local colleges that participate in Dual Credit program by 2011

Deliverables:

- To annually increase number of high school students prepared for and enrolled in college
- Equitable dual credit system in all school districts by 2015
- All school districts will have articulation agreements with local colleges and universities

Measurements:

- Increase number qualified teachers
- Increase number of colleges accepting dual credits and increase number of students enrolled in dual credit programs

Benchmarks: To Be Determined

Resources/Agencies required for the work

- Local colleges and universities
- Curriculum specialists
- School districts
- Guidance counselors
- College department heads

ACTION 3: Create “Last In” Scholarship Program for K12 graduates and Return to Learn Students

- Create a financial model with criteria for recipients

- Maximize and connect all existing forms of funding to each qualified student via federal and state grants, Pell Grants, existing scholarships etc with students utilizing “Strive for College” program and adult College Hub financial aid services
- Identify private local, regional and national resources for funding last in Scholarships

Deliverables:

- Removal of financial barrier in order for all Spartanburg County high school graduates qualified for and accepted to a college will have the opportunity to attend
- Removal of financial barriers for Return to Learn students

Measurement:

- Increase in number of students enrolled in college using all forms of financial aid

Benchmarks: To Be Determined

Resources/Agencies required for the work

- Messaging strategy
- Metropolitan Studies Institute
- Guidance counselors
- College Hub of Spartanburg County
- Financial aid advisors
- State and Federal grants
- The Spartanburg County Foundation
- Local private foundations
- Local government

COLLEGE PREP (birth to K-12)

Strategy: To ensure that all our students who graduate from high school are prepared for post Secondary and/or baccalaureate degree attainment.

ACTION 1: Support Countywide College Readiness

- Institute 4K Countywide by 2015
- Institute Childcare Quality Rating System by 2015

Deliverables:

- Increase number of students prepared for 1st grade in each district
- Increase public access to nationally accredited childcare

Measurements:

- South Carolina Readiness Assessment and other nationally validated readiness assessments
- Increase student readiness by 10% each year
- Increase nationally accredited childcare centers available to the public by 15% 2015

Benchmarks: To Be Determined

Resources/Agencies required for the work

- Messaging Strategy
- School Districts
- Children's Services Alliance (First Step, Head Start, United Way, etc)
- Mary Black Foundation

ACTION 2: Develop a Countywide Mentoring & Tutoring Network (HOUSED IN COLLEGE HUB)

- Coordinate tutor and mentor training to include research-based methodology 2011
- Provide Tutor and Mentor volunteer clearinghouse for all school based, nonprofit, faith based programs by 2011
- Identify alternative and online delivery methods for student learning.

ACTION 3: Institute College Orientation System Countywide

- Create the College Hub of Spartanburg County by 2010 with a program of work that includes:
 - a financial aid support network that provides training and individual assistance for FAFSA forms for college admission and enrollment process
 - coordination of county wide 6th grade college planning & college visit program
 - coordination of county wide 7th, 8th, 9th Grade Career Exploration Program with local business and chamber
 - support 10th Grade Personal Pathways program with increased parental involvement
 - create "Strive for College" – a college mentoring program conducted in partnership with local colleges and high schools to aid guidance counselors and families in college application process
 - expand "College Success" Programs to ensure retention and remediation for students attending college

Deliverables:

- College Hub of Spartanburg County becomes fully operational and serving all citizens in Spartanburg County by 2010
- Implementation of Strive for College Program on a pilot basis by the year 2010
- A coordinated system that provides information on county wide college orientation and career exploration programs that benefits all students
- Increase number of college students who successfully transition from freshman to sophomore year

Measurements:

- Increase number of students qualified for and enrolled in post secondary program with successful financial aid packets completed by graduation by 25% per year

Benchmarks: To Be Determined

Resources/Agencies required for the work

- Messaging strategy
- College Town
- Work Force Investment Board
- Spartanburg County Public Libraries
- College financial advisors
- School districts
- Guidance counselors /employer training program
- Private sector financial aid advisors i.e. HR Block
- United Way Tax Recovery Program Model
- Spartanburg Area Chamber of Commerce/business community
- “College Goal Sunday”
- Upstate Regional Education Center

RETURN TO LEARN – Non Completers 25-45

Strategy: To increase the number of adults age 25+ attending and completing college.

ACTION 1: Recruit and Engage Bachelor Degree Advocates in Business

- Identify companies that require bachelor degree for employment 2010
- Engage business advocates to help promote higher education attainment and creating a paradigm shift from low education attainment to higher education attainment in the business community and their employees by 2011
- Provide career exploration through the Connect2Business partners in conjunction with College Hub of Spartanburg County programs (in career exploration and mentoring)

Deliverables:

- Development of an advocacy statement that is endorsed by business

Measurements:

- Increase in the number of businesses that provide jobs requiring a bachelor's degree by 20% 2015

Benchmarks: To Be Determined

Resources/Agencies required for the work

- Spartanburg Area Chamber of Commerce
- Upstate Workforce Investment Board
- College Hub of Spartanburg County
- Local colleges and universities
- Business and industry
- Silver Crescent

ACTION 2: Create Alternative and Distance Learning Network for Baccalaureate Degree & Beyond

- Utilize and communicate existing college resources in Spartanburg by 2010
- Explore opportunity for county wide broad band technology by 2010
- Secure data related to causes/barriers for non completers by 2010
- Coordinate and disseminate information on distance learning opportunities for all citizens through the College Hub of Spartanburg County by 2010

Deliverables:

- Inventory of all Distance Learning opportunities by 2010
- Network of distance learning opportunities developed for all Spartanburg County citizens by 2012

Measurements:

- Increase in number of non completers who utilize distance learning to complete their college degree by 5 % annually

Benchmarks: To Be Determined

Resources/Agencies required for the work

- Messaging strategy
- Upstate Workforce Investment Board
- College Hub of Spartanburg County
- Local colleges and universities
- Adult Learning Programs
- Community centers
- Career counselors
- Technology experts
- City and County of Spartanburg engineering experts
- Spartanburg County Public Libraries

ACTION 3: Create College Hub of Spartanburg County with services focused on needs of Return to Learn population

- Institute within the College Hub of Spartanburg County a Return to Learn Coordinator that provides the following services by 2011:
 - College readiness assessment
 - Advisement/enrollment guidance
 - Financial aid counseling and guidance
 - “Institutional fit” counseling

Deliverables:

- Provide a full array of services that assist individuals in returning to institutions of higher learning and degree attainment by 2011

Measurements:

- Increase number of adults 25-45 with college degrees by 25% beginning 2015
- College Hub providing services to 1,000 or more adults annually by 2015

Benchmarks: To Be Determined

Resources/Agencies required for the work

- College Hub of Spartanburg County
- Upstate Workforce Investment Board
- Spartanburg Area Chamber of Commerce
- Local colleges and universities

LEADERSHIP AND COMMITMENT REQUIRED FOR ACHIEVEMENT

- **Upstate Regional Education Center**
- **Spartanburg County School Districts**
 - Spartanburg County School District 1
 - Spartanburg County School District 2
 - Spartanburg County School District 3
 - Spartanburg County School District 4
 - Spartanburg County School District 5
 - Spartanburg County School District 6
 - Spartanburg County School District 7
- **Children's Service Alliance**
- **Spartanburg County First Steps**
- **Spartanburg Colleges and Universities**
 - Wofford College
 - Converse College
 - Spartanburg Community College
 - Spartanburg Methodist College
 - University of South Carolina Upstate
 - Sherman College of Straight Chiropractic
- **College Town**
- **Work Force Investment Board**
- **Duke Endowment**
- **Spartanburg Regional Healthcare System**
- **Chamber of Commerce**
 - **Identify Strategic Members of Business Community**
- **Public Libraries**
 - Headquarters Library
 - Boiling Springs Library
 - Chesnee Library
 - Cowpens Library
 - H.C. Bean Law Library
 - Inman Library
 - Landrum Library
 - Middle Tyger Library
 - Pacolet Library
 - Westside Library
 - Woodruff Library
- **College Financial Advisors**
- **Private Sector Financial Aid Advisors**
 - H&R Block
- **All mentoring programs in Spartanburg County signed up for Network**
 - ACHIEVE, USC Upstate
 - Bethlehem Center
 - Big Brothers Big Sisters of The Upstate
 - Boys and Girls Club
 - Boy Scouts of America, Palmetto Council
 - Citizens Academy
 - Glenn Springs Academy
 - Junior Achievement of Spartanburg, Inc.
 - Spartanburg Terrace Tenants Association

- Spartanburg Children’s Shelter
- The Cross-Cultural Institute of America, Inc.
- The Walker Foundation, supporting SCSDB
- Viking Academy
- YMCA of Greater Spartanburg
- **Search Institute**
- **Retired Educators Association**
- **Faith Community**
 - **To Be Identified**
- **Adult Learning Programs**
 - Spartanburg County Adult and Community Education
 - Woodruff Primary School
 - Adult Learning Center
 - Family Connections
 - Center for Non-Profit Leadership at USCU
 - Family Care Council
 - Miracle Hill Rescue Mission
 - New Day, Inc.
 - SC School for the Deaf and Blind
 - Upstate Fatherhood Coalition
- **Community Centers**
 - Middle Tyger Community Center
 - Upstate Family Resource Center
 - Woodruff Community Center
 - Salvation Army Community Center
 - Bethlehem Center
 - Regensis Community Health Center
- **Career Counselors**
- **Technology experts**
- **City and County of Spartanburg Engineering**
- **United Way**
- **United Way of the Piedmont**
- **United Way Tax Recovery Program Model**
- **Social Service Agencies**
 - Alston Wilkes Society
 - Affirm
 - Arts with Heart
 - Bethlehem Center
 - CASA Guardian Ad Litem of Spartanburg and Cherokee Counties
 - Children’s Advocacy Center of Spartanburg
 - Children’s Shelter
 - COLORS
 - Goodwill Industries of Upper SC
 - Hope and Light Foundation
 - Junior Achievement of Spartanburg
 - New Day, Inc of Spartanburg
 - Piedmont Community Actions
 - Salvation Army Spartanburg
 - Southside Unity in the Community
 - Spartanburg Boys Home
 - Spartanburg County Volunteer Guardian ad Litem Program

- Spartanburg Teen Pregnancy Prevention Council
- Urban League of the Upstate
- **Guidance Counselors**
 - To Be Identified by All School Districts
- **College Admissions Advisors**
 - To Be Identified by Local Colleges
- **Curriculum specialists**
 - To be Identified by Local Colleges and School Districts
- **College Department Heads**
 - To Be Identified by Local Colleges
- **Metropolitan Studies Institute**
- **Financial Aid Advisors**
- **State and Federal Grants**
 - Race to the Top
- **Spartanburg County Foundation**
- **Local Private Foundations**
 - Mary Black Foundation
 - Phifer-Johnson Foundation
 - Rose and Walter Montgomery Foundation
 - Arkwright Foundation
 - Green Leaf Foundation Inc.
 - Inman-Riverdale Foundation
 - Cart Foundation
 - William Barnett III Foundation Trust
 - Alfred Moore Foundation
 - Black & Phillips Foundation Inc.
 - Kellett Family Foundation
 - Ann C T Brown Foundation
 - Joe R & Joella F Utley Foundation Inc
 - Betty and James K Stone Foundation
 - Harry H Gibson Family Foundation
 - Piedmont Blood Center Inc
 - Rhodenbaugh Foundation
 - High Poplars Foundation Inc
 - Bridgewater Foundation
 - Wr & Eh Floyd Foundation Floyd Wm Russel Jr Ttee
 - Good Shepherd Community Services Inc
 - The Terrell Sovey Foundation Inc
 - J M Smith Foundation
 - Broadus & Evelyn Littlejohn Foundation
 - Beckham Foundation
 - Vsp Foundation
 - Empower Inc
 - The Lawrence C Davis Jr and Mildred B Davis Foundation
 - South Carolina School for the Deaf Alumni Association
 - The Kale Foundation
 - Securitys Lending Hand Foundation
 - Act of Faith Inc
 - South Carliona Christian Foundation
 - Margaret and Dick Littlejohn Foundation
 - Anna M Black Charitable Foundation Inc
 - Cherith Ministries Inc

- Featherston Family Foundation Inc
- New Beginnings Foundation
- Anna Stepp Foundation Stepp Donald E Ttee
- Symphonic Friends of District Two
- Gibbs Charitable Foundation
- **South Carolina ETV**
- **Spartanburg County School District Boards**
- **Spartanburg County Elected Officials**
- **Spartanburg County Legislation Delegation**