

ANNUAL STRATEGIC PLAN PROGRESS REPORT
2014-2019 Philander Smith College Strategic Plan
Executive Summary

Mission: Philander Smith College's mission is to graduate academically accomplished students who are grounded as advocates for social justice, determined to change the world for the better.

Vision Statement: Philander Smith College will become one of the premier liberal arts colleges in the nation, recognized as a social justice institution of higher education whose students are prepared to perform in an ever-changing complex global world.



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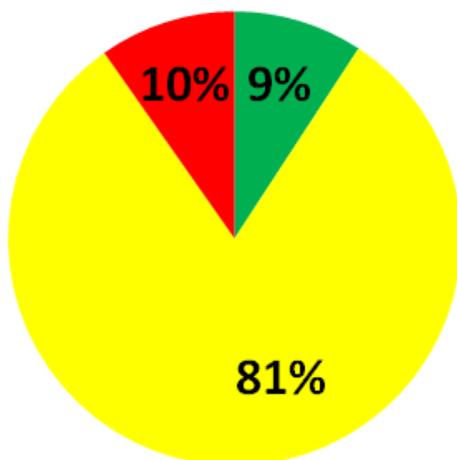
The 2014-2019 Philander Smith College Strategic Plan is designed so that progress may be measured on a regular basis. This first annual report provides an assessment of each of the plan's Outcomes and/or Metrics. It shows achievements across the board relative to the five plan's strategic objectives: Enrollment Stabilization, Academic Distinction, Operational Éclat, Community Engagement, and Financial Sustainability.

This report shows that most of the Outcomes and/or Metrics are in progress. At the same time, this report acknowledges some areas where more attention and work are needed to meet the overarching strategic objectives in the plan.

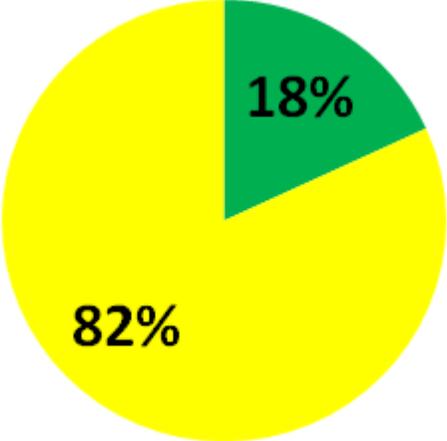
This reporting technique uses a green-yellow-red color scheme to codify progress to date, as of March 31, 2015. For purposes of this summary, the color designations are defined as follows:

-  Green Initiatives have been completed.
-  Yellow Initiatives are in progress, ongoing, pending, or have future due dates.
-  Red No progress, no action, and/or no status have been taken on Initiatives.

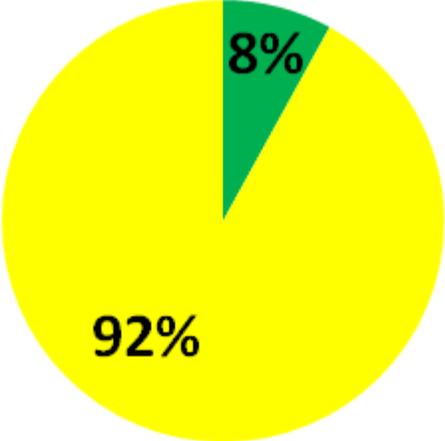
Progress on all Outcomes and/or Metrics



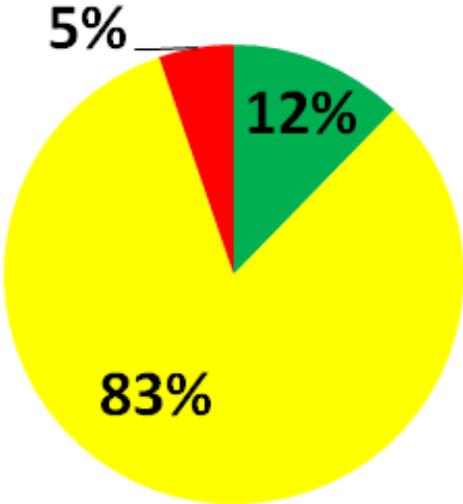
Progress on Strategic Objective One: Enrollment Stabilization



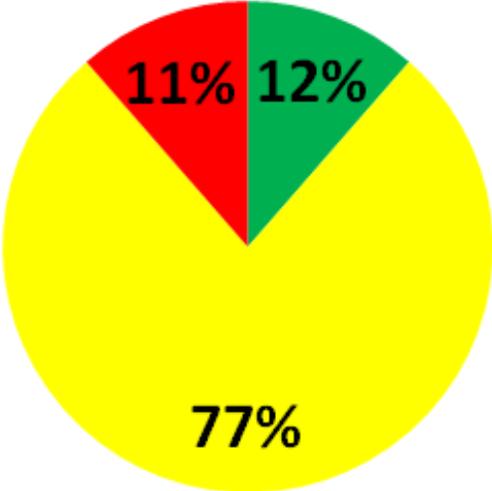
Progress on Strategic Objective Two: Academic Distinction



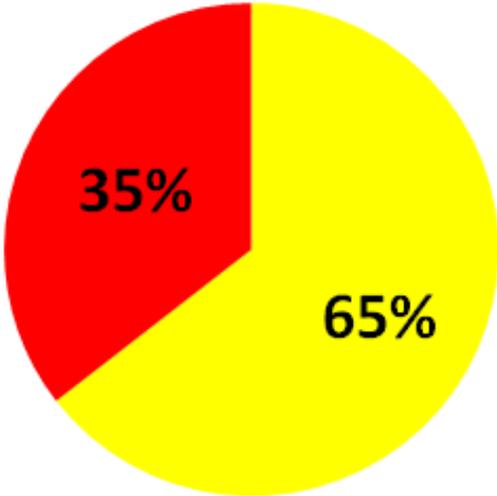
Progress on Strategic Objective Three: Operational Éclat



Progress on Strategic Objective Four: Community Engagement



Progress on Strategic Objective Five: Financial Sustainability



Strategic Plan Progress at a Glance

Strategic Objective One: Enrollment Stabilization			
1.1	Improve admission standards		Yellow
1.1.1	Require an Essay for all Scholarship recipients		Yellow
1.1.2	Create a multi-ethnic student population.		Yellow
1.2	Increase graduation and retention rates.		Yellow
1.2.1	Create a comprehensive retention strategy.		Yellow
1.2.2	Restructure the early alert program.		Yellow
1.2.3	Assist Academic Affairs with advising worksheets of all student with less Than 60 hours.		Yellow
1.3	Refocus recruiting efforts.		Yellow
1.3.1	Broaden marketing base locally and regionally.		Yellow
1.3.2	Develop partnerships with key in-state stakeholders.	Green	
1.3.3	Develop articulation agreements with community colleges.	Green	
Strategic Objective Two: Academic Distinction			
2.1	Infuse social justice into the curriculum of General Education and appropriate majors.	Green	
2.1.1	Develop and introduce social justice outcomes into the first-year Orientation course in General Education.		Yellow
2.1.2	Develop and introduce social justice outcomes into appropriate majors.		Yellow
2.1.3	Develop and implement assessment of social justice outcomes.		Yellow
2.1.4	Provide faculty development for faculty infusing social justice outcomes Into curriculum of General Education and appropriate majors.	Green	
2.2	Attract and retain faculty through competitive salaries and incentives.		Yellow
2.2.1	Establish and implement a process of comprehensive evaluation of faculty and academic staff.		Yellow
2.2.2	Strengthen evaluation, tenure, and promotion process at all levels in the academy.		Yellow
2.2.3	Establish endowed chairs for tenured faculty.		Yellow
2.2.4	Maintain competitive salaries and incentives comfortable to institutions Similar in size to PSC.		Yellow
2.2.5	Establish a new faculty mentoring and retention program.		Yellow
2.2.6	Identify external support programs for attracting competitive faculty.		Yellow
2.3	Develop a vibrant teaching and learning program.		Yellow
2.3.1	Establish and implement student-centered faculty and academic staff development.		Yellow
2.3.2	Establish a faculty excellence award committee.		Yellow
2.3.3	Promote academic scholarship among faculty and academic staff.		Yellow
2.3.4	Promote technology in the classroom.		Yellow
2.3.5	Ensure Information Literacy in general education and the majors.		Yellow

Strategic Plan Progress at a Glance

2.4	Retool and align learning assessment.			
2.4.1	Align assessment and evaluation process with expected student learning Outcomes at course and program levels.			
2.4.2	Establish and implement procedures for periodic assessment review.			
2.4.3	Require each office under student affairs to create learning outcomes That compliment academic affairs.			
2.5	Provide a comprehensive experiential learning experience.			
2.5.1	Increase student abroad applications.			
2.5.2	Provide service-learning opportunities for faculty and students.			
2.5.3	Infuse civic engagement for students in curriculum and co-curricular activities.			
2.6	Promote undergraduate research.			
2.6.1	Establish a Sponsored Program Office with a focus on undergraduate student and faculty research.			
2.6.2	Develop student-learning outcomes at program levels to promote undergraduate student and faculty research.			
2.6.3	Establish a “culture of research” among faculty and students.			
2.6.4	Create bi-annual undergraduate research journals for initiatives (e.g., Social Justice, ARK-LSAMP).			
2.7	Reinstitute the McKinney Newton Honors Program.			
2.7.1	Establish explicitly stated mission, goals and outcomes.			
2.7.2	Align curriculum and co-curricular activities with mission, goals and outcomes.			
2.7.3	Establish assessment and evaluation at course and program levels.			
2.7.4	Appoint leadership of Honor’s Program.			
2.7.5	Appoint an Advisory Board for the Honor’s Program.			
2.8	Update and strengthen General Education and the majors at program And course levels.			
2.8.1	Establish explicitly stated mission, goals and outcomes for General Education.			
2.8.2	Align curriculum and co-curricular activities with mission, goals and outcomes.			
2.8.3	Establish assessment and evaluation at course and program levels.			
2.8.4	Appoint leadership of General Education.			
2.8.5	Assess (and when necessary revise) missions, goals and outcomes of Major disciplines.			
2.8.6	Align and expand (when necessary) curriculum and co-curricular Activities with missions, goals and outcomes of major disciplines.			
2.9	Create centers of excellence.			
2.9.1	Establish Center of Teaching Excellence.			

Strategic Plan Progress at a Glance

2.10 Provide international experiences.		Yellow	
2.10.1 Provide programming for International observances.		Yellow	
2.11 Create a junior and senior year experience program.		Yellow	
2.11.1 Appoint Advisory Councils to Study Abroad and Undergraduate Research.		Yellow	
Strategic Objective Three: Operational Éclat			
3.1 Improve the service experience at the College.		Yellow	
3.1.1 Provide customer service training for new and current employees.		Yellow	
3.1.2 Create office customer service survey templates.		Yellow	
3.1.3 Develop customer service goals for the college.		Yellow	
3.1.4 Require all students to use college issued email for communication.		Yellow	
3.2 Develop a consistent external and internal communication system.		Yellow	
3.2.1 Maintain and update weekly website and social media pages.		Yellow	
3.2.2 Restructure the delivery of the Philanderian and direct mail solicitation.		Yellow	
3.2.3 Require all senior administrators to develop semester newsletters.		Yellow	
3.2.4 Require all students to use college issued email for communication.		Yellow	
3.3 Update and expand the computer information systems.		Yellow	
3.3.1 Purchase technology to improve server's space and bandwidth.		Yellow	
3.3.2 Update software and hardware utilized by faculty and staff.		Yellow	
3.3.3 Implement functional enhancements to financial aid management System (FAMS) to increase efficiency and productivity.		Yellow	
3.4 Develop professional development opportunities for faculty, students, and staff.		Yellow	
3.4.1 Provide resources for faculty, staff and students for the opportunity to attend professional development conferences.		Yellow	
3.4.2 Provide on campus in-service programs focused on development.		Yellow	
3.5 Recognize and reward exceptional workers and offices.		Yellow	
3.5.1 Provide yearly award ceremony for top performing staff.		Yellow	
3.5.2 Provide yearly office performance award.		Yellow	
3.6 Revise and improve employee evaluation system.		Yellow	
3.6.1 Require mid-year employee evaluations.		Yellow	
3.6.2 Provide evaluation training for supervisors.		Yellow	
3.6.3 Develop a supervisor evaluation sheet for direct reports.		Yellow	
3.7 Develop a comprehensive new employee orientation program.	Green		
3.7.1 Produce a new employee pamphlet.	Green		
3.7.2 Develop work modules for staff positions.	Green		
3.8 Build new and refurbish existing facilities and establish defer Maintenance programs.		Yellow	
3.8.1 Build new Student Center.		Yellow	

Strategic Plan Progress at a Glance

3.8.2	Raise money for capital projects.		Yellow	
3.8.3	Convert key common areas in Residential Life to support the creation of Residential College Programs and Initiatives.		Yellow	
3.8.4	Review progress on refurbishing of the Kresge Mabee Science Building.		Yellow	
3.8.5	Decision on Completing Phase II of the Campus Center.		Yellow	
3.9	Progress towards accomplishing the College's goal of Financial Stability		Yellow	
3.9.1	Revise non-instructional handbook to ensure it is social justice centered.			Red
3.9.2	Revise student handbook to ensure it is social justice centered.			Red
3.9.3	Develop and implement a PSC Policy on Institutional Effectiveness.		Yellow	
3.10	Require all offices and departmental metrics to assess productivity.		Yellow	
3.10.1	Require all departments and office to create performance indicators.		Yellow	
3.10.2	Require all departments and offices to create metric/survey tools to assess their work.		Yellow	
3.11	Require all offices and departments to create yearly strategic plans.	Green		
3.11.1	Require all cabinet members to create yearly strategic plans.	Green		
3.12	Recognize faculty excellence in teaching, research and service.		Yellow	
3.12.1	Develop a faculty research and service award.		Yellow	
3.13	Revise the organizational chart.	Green		
3.13.1	Create an Office of Institutional Effectiveness and Planning.	Green		
3.14	Purchase strategic planning and accreditation software.		Yellow	
3.14.1	Purchase and utilize TaskStream Strategic Planning and Accreditation Software.		Yellow	
3.15	Support faculty and staff governance.		Yellow	
3.15.1	Create a staff governing body.		Yellow	
Strategic Objective Four: Community Engagement				
4.1	Increase College's visibility in the surrounding community, state and region.		Yellow	
4.1.1	Increase the number of advertisements in traditional and non-traditional media markets.		Yellow	
4.1.2	Increase the number of student participations in academic and social Events in local, state and regional conferences.		Yellow	
4.1.3	Increase the number of faculty and staff participation in community events/meetings locally, statewide, and regionally.		Yellow	
4.2	Pursue community partnerships.		Yellow	
4.2.1	Increase the number of service-learning partnerships.		Yellow	
4.2.2	Solicit vendors for partnerships.		Yellow	
4.2.3	Increase the number of community service partnerships.		Yellow	
4.3	Increase faculty and staff participation in civic and non-profit Leadership positions.		Yellow	

Strategic Plan Progress at a Glance

4.3.1 Develop a monthly advertisement of leadership opportunities in Non-profit organizations for faculty and staff to participate.			Red
4.3.2 Create community service awards for faculty and staff who serve as Leaders in non-profit organizations.		Yellow	
4.4 Seek the Carnegie Engagement Elective Classification.	Green		
4.4.1 Apply the Carnegie Community Engagement Elective Classification.	Green		
4.5 Develop faculty, staff and student programs that encourage Community service.		Yellow	
4.5.1 Annually acknowledge the top student, faculty, and staff who have Completed the most community service hours.		Yellow	
4.5.2 Require all students to complete 120 hours of community service before graduation.		Yellow	
4.6 Promote interdepartmental collaborations between faculty, staff, and students.		Yellow	
4.6.1 Invite other departments/offices to yearly retreats/planning sessions.		Yellow	
4.6.2 Include interdepartmental collaborations in each office/department.		Yellow	
4.7 Collaborate with surrounding colleges and universities.		Yellow	
4.7.1 Collaborate yearly with UALR on programs.	Green		
4.7.2 Collaborate yearly with Hendrix College on Religious programs.			Red
4.7.3 Collaborate yearly with the Clinton School of Public Service.			Red
4.7.4 Collaborate yearly with Arkansas Baptist College on programs.	Green		
4.8 Provide opportunities for the surrounding community to participate on campus.		Yellow	
4.8.1 Continue to promote Bless the Mic and increase audience participation.		Yellow	
4.8.2 Increase the number of community members to attend SJI programs.		Yellow	
4.9 Require community service and service learning hours from students.		Yellow	
4.9.1 Require 100 hours of community service for students for graduation.		Yellow	
4.9.2 Require 20 hours of service learning hours for graduation.			Red
4.10 Establish an alumni professional development network.		Yellow	
4.10.1 Host a gathering during the annual NAA meeting to college alumni Information for the network.		Yellow	
4.11 Strengthen the College's relationship with the Alumni.		Yellow	
4.11.1 Host "Key Cities" functions in selective cities.		Yellow	
4.12 Increase Board members' participation and/or support in campus activities.		Yellow	
Strategic Objective Five: Financial Sustainability			
5.1 Increase the Endowment.		Yellow	
5.1.1 Monitor investment managers.			Red
5.1.2 Create a plan that the College's endowment increases through the Capital Campaign.			Red

Strategic Plan Progress at a Glance

5.2	Increase and diversify donor base.		Yellow	
5.2.1	Upgrade the Advancement Management System.			Red
5.2.2	Scrub donor database for accuracy in addresses, coding, and notations.		Yellow	
5.2.3	Identify new donors and cultivate relationships.		Yellow	
5.3	Institute a comprehensive multi-year Capital Campaign.			Red
5.3.1	Conduct a feasibility study.			Red
5.3.2	Identify/solicit major gifts from donors for a firm funding foundation.			Red
5.3.3	Identify/solicit major remaining gifts for the fundraising campaign.			Red
5.4	Increase the number of private and government grants.		Yellow	
5.4.1	Establish an office of Sponsored Programs.		Yellow	
5.4.2	Increase the number of private grant proposals.		Yellow	
5.4.3	Increase the number of government grant proposals.		Yellow	
5.4.4	Increase the number of corporate and foundational gifts.		Yellow	
5.5	Increase the percentage of employee giving.		Yellow	
5.5.1	Develop and implement an employee-giving program through payroll deduction.			Red
5.5.2	Increase faculty/staff giving to reach 100%		Yellow	
5.6	Increase the percentage of alumni giving.		Yellow	
5.6.1	Restructure the Alumni Leadership Initiative (ALI) to expand on various giving opportunities.		Yellow	
5.6.2	Conduct annual assessment of ALI to affirm program and enhancements are effective.		Yellow	
5.6.3	Increase alumni giving to 30%.			Red
5.7	Increase the amount of Board of Trustee giving.			Red
5.7.1	Infuse giving strategies for the Board of Trustee Development Community to enhance Board donations.			Red
5.8	Increase the number of legacy gifts.		Yellow	
5.8.1	Work with the National Alumni Association to inform members of legacy Opportunities.		Yellow	
5.8.2	Increase the number of legacy gifts by 25%.		Yellow	
5.9	Progress towards accomplishing the College's Goal of Financial Stability.		Yellow	
5.9.1	Present the 2015-16 Budget to the Board for its approval.		Yellow	
5.9.2	Report to the Board the Findings of Best Practices for External Audit Firms. Issue: BKD has been the College's Auditor since 2006.		Yellow	