

PHILANDER SMITH COLLEGE RENAISSANCE PLAN
PHASE TWO: 2006 – 2012
(AS OF JULY 10, 2009)

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: *To Experience a Renaissance.*

Philander Smith College will become a competitive institution within its peer group in the region and the UNCF, ranking above average in key indicators, including retention, graduation, and enrollment.

PHASE TWO NOTES

- Points in **BOLD** are additions since the original plan was released in the fall of 2006.
- Some items in Phase One have been moved to new initiatives (i.e. Initiative Two) and have been noted.
- Some items in Phase One have been renumbered but remained in their original initiative.

INITIATIVES:

Strategic Initiative #1: The College will identify, develop, and promote a unique identity (niche/brand) that affirms its heritage as a historically Black college, and strengthens its relationship with the United Methodist Church

Objective 1.1	The College will develop a unique niche
Objective 1.2	The College will engage local entities that will buy in (philosophically and financially) to the development of the niche
Objective 1.3	Develop a national advisory board to build the program

Action Steps:

1. Survey Arkansas and peer institutions to determine areas where a niche can be created
 - a. UMC justice groups:
 - i. Methodist Federation in Social Action
 - ii. Arkansas Conference Board of Church and Society; peace w/ justice grants
 - iii. Black Methodists for Church Renewal (BMCR)
 - iv. United Methodist Women
 - b. Arkansas Justice Groups:
 - i. Women's Action for New Direction (WAND)
 - ii. Just Communities of Central Arkansas (JCCA)
 - iii. Arkansas Coalition to Abolish the Death Penalty; Task Force on the Criminal Justice System (Sen. Joyce Elliott)
 - iv. Arkansas Coalition for Peace and Justice
 - v. Green Faith Alliance
 - vi. Arkansas Chapter of ACLU
 - vii. Arkansas Advocates for Children and Families
 - viii. NAACP
 - ix. LULAC
 - x. Cradle to Prison Project
2. Assess current state to determine if a current niche is present that could be developed, or if a new niche should be developed
3. Develop the curriculum to define, support, and grow this niche
 - a. **Provide faculty incentives**
 - b. **Link to faculty evaluations**
4. **Implement a strategic way to operationalize the new niche**
 - a. **Internal efforts (brand ambassadors)**
 - b. **Develop quantitative and qualitative measurements to assess new niche**
5. **Implement justice award- awarded as merited, not annually; seek corporate sponsor**

Accomplishments 2006-2009:

1. Launched social justice initiative (August 2007)
2. Developed new logo and tagline (August 2007)
3. Identified Justice Initiative Advisory Board (Spring 2009)
4. Created Sutton Medal of Justice Award (August 2009)

Strategic Initiative #2: The College will strengthen its academic profile (including enrollment), programs, and performance

Students

- | | |
|---------------|---|
| Objective 2.1 | Raise admissions standards |
| Objective 2.2 | Provide a limited number of admits for students not meeting full admissions standards, and fully support those admitted |
| Objective 2.3 | Reduce the percentage of students requiring remediation to less than 25% |
| Objective 2.4 | Reorganize the Office of Recruitment and Admissions by Fall 2006 |
| Objective 2.5 | Implement recruitment strategies to enroll a freshman class of 200 to 250 students each year from fall 2007 through fall 2012 |
| Objective 2.6 | Enroll an average of 50 new transfer/non-traditional students each year from fall 2007 through fall 2012 |

Faculty

- | | |
|----------------|--|
| Objective 2.7 | Strengthen each academic division through assessment and evaluation of faculty (Objective 3.1 in Phase 1 of Strategic Plan) |
| Objective 2.8 | Increase faculty development opportunities, with participation tied to evaluations |
| Objective 2.9 | Implement a merit system that rewards for innovation, creativity, and productivity |
| Objective 2.10 | Drastically improve faculty research, with attention to publishing and presentations, through professional development and resource allocation |
| Objective 2.11 | Review entire college curriculum to (1) eliminate poor performing programs, (2) reallocate resources to progressive and promising programs, and (3) create new, innovative programs |
| Objective 2.12 | Develop a strategy to continuously reduce the number of adjunct professors utilized each term (Objective 3.5 in Phase 1 of Strategic Plan) |
| Objective 2.13 | Launch a signature academic program |
| Objective 2.14 | Explore new avenues for recruiting new, talented faculty (including business and industry) |
| Objective 2.15 | Evaluate faculty employment, including tenure vs. non-tenure track offers, and tenure review |
| Objective 2.16 | Strengthen Honors program |

Staff

- | | |
|----------------|---|
| Objective 2.17 | Re-establish a career services program |
| Objective 2.18 | Develop a comprehensive first year experience program |

Action Steps:

1. Raise admissions standards; additional requirements for those below this standard
2. Reduce the number of students needing remediation to less than 25% by 2012
3. Raise retention rate to 70% by 2012
4. Raise graduation rate to 30% by 2012
5. Restructure admissions operation, implementing a data based enrollment management system
6. **Grow to an enrollment of 800 by 2012 (original goal was 1,000); grow to 1,000 by 2016**
7. Develop measurable enrollment management goals (short and long term)
8. Add 250 new beds on campus by 2010
9. Add new student center and dining facility

10. Restructure academic program to reflect the current trends and needs of the community, as well as reflective of the interests of today's students
- 11. Develop baseline data of faculty publications and presentations**
- 12. Establish a viable Honda campus all-star team, and investigate establishing a debate team**

Accomplishments 2006-2009:

1. Raised admission standards for a regular admit (2.5, 18 ACT) (Fall 2007)
2. Completed reorganization of admissions (August 2006)
3. Limited number of students not meeting full admission requirements
4. Implemented a new freshman orientation program (August 2005)
5. Reorganized orientation course to freshman colloquium (Fall 2006)\

Strategic Initiative #3: The College will create an empowering environment for faculty and staff, raising standards, expectations and performance

Objective 3.1	The College will develop a comprehensive orientation for new hires that emphasizes the history, mission, and traditions of the college and frames the expectations of new hires.
Objective 3.2	The College will employ screening and/or search committees for all vacancies
Objective 3.3	The College will improve all customer service
Objective 3.4	Completely overhaul information technology systems
Objective 3.5	Develop a holistic model for the physical, mental, and spiritual health of employees
Objective 3.6	The College will implement a gradual increase in faculty and staff salaries as the result of increased enrollment and retention rates

Action Steps:

1. Create baseline data on student satisfaction using the ACT Student Opinion Survey in the fall of 2006; survey every two years to measure progress
2. Improve student satisfaction
3. Improve customer service
4. Improve faculty and staff morale
5. Strengthen support/education of adjunct faculty
6. Implement a new performance-based annual review of employees
7. Implement professional development programs which help faculty and staff find their individual callings, providing additional resources for those who desire to continue with the College as well as providing resources for those whose calling lies elsewhere
8. **Model professionalism for students, including dress, chapel attendance, etc.**
9. **Evaluate administrative efficiency (number of administrators)**

Accomplishments 2006-2009:

1. Improved adjunct pay (2008)
2. Hired qualified Human Resource Director to implement a true HR program (Spring 2009)
3. Student Affairs instituted Renaissance Awards (April 2007)
4. Provide faculty and staff raises for the 2007-08 and 2008-09 years (3-7% each time)

Strategic Initiative #4: The College will expand its visibility and exposure within the city, state, region, and nation.

Objective 4.1	Publicize PSC alumni
Objective 4.2	Highlight accomplishments of faculty and staff
Objective 4.3	Increase involvement of faculty, staff and students in the broader community
Objective 4.4	Revamp the Presidential Ambassador Program
Objective 4.5	Improve visual identity of campus

Action Steps:

1. Increase number of mentions in local press
2. Increase the total number of visitors to campus
3. Increase the diversity of visitors to the campus for events
4. **Increase regional and national press**
5. **Provide time off for faculty/staff community involvement**
6. **Explore new marketing opportunities (i.e. social networking)**

Accomplishments 2006-2009:

1. Improved number and placement of stories in local media
2. Hosting of numerous high profile events (Gubernatorial candidate Beebe's HBCU summit, Little Rock Rotary meeting, Cradle to Prison pipeline event, Chamber Business Week, LRSD new teacher trainings, etc.)
3. Improved quality of Philanderian magazine
4. Bless the Mic lectures averaging over 4,000 people a year and numerous media mentions (electronic and print)
5. Added building signage on all facilities (Spring 2009)
6. Added banner on business building facing I-630 (Fall 2008)
- 7.

Strategic Initiative #5: The College will engage students outside of class to further develop critical thinking, communication, character development and civic involvement skills necessary for leadership in their professions and communities. Special attention will be given to Black men students.

Objective 5.1	Develop a structured leadership program
Objective 5.2	Develop programs specifically to address Black men enrolled at the college
Objective 5.3	Develop programs specifically to address women enrolled at the college
Objective 5.4	Implement a strong international experience (i.e. study abroad) for PSC students
Objective 5.5	Develop a comprehensive program for enriching educational experiences (internships, co-ops, practica, and clinical assignments)
Objective 5.6	Develop a service learning component to the PSC experience
Objective 5.7	The College will update its physical master plan to enhance the overall academic experience for students

Action Steps:

1. Develop programs to prepare students for leadership roles in the State of Arkansas
2. Host at least 30 active student organizations
3. Reorganize student government
4. Expand the Panther Programming Union
5. Improve Greek Life
6. Develop a support system/organization for Black men
7. **Link S.U.M.M.I.T. leadership program to Leadership Greater Little Rock**
8. Connect academic programs with community service and internships

Accomplishments 2006-2009:

1. Implemented the SUMMIT (Social Change, Unique Experiences, Motivated Leadership, Mature Role Models, IMAGE, Timeless Relationships) Leadership program (Spring 2008)
2. Launched the Black Male Initiative in August 2007; specific measurable goals and objectives set and being measured
3. Updated campus master plan with Cromwell Architects (Spring 2009)
4. Reorganized Student Government (August 2007)
5. Implemented Platinum By Design for women (August 2008)
6. Implemented Greek Life workshops each semester (August 2007)
7. Implemented prospective Greek members mandatory workshop (January 2009)
- 8.

RESOURCES REQUIRED

Strategic Initiative #1: The College will identify, develop, and promote a unique identity (niche/brand) that affirms its heritage as a historically Black college, and strengthens its relationship with the United Methodist Church

1. Point person for justice initiative; development of an office
2. Endowed faculty position(s)
3. Sponsor for justice award
4. Resources for work with Thoma Thoma

Strategic Initiative #2: The College will strengthen its academic profile (including enrollment), programs, and performance

1. Continued improvement of faculty salaries
2. New money for new faculty salaries

Strategic Initiative #3: The College will create an empowering environment for faculty and staff, raising standards, expectations and performance

1. More money for staff salaries

Strategic Initiative #4: The College will expand its visibility and exposure within the city, state, region, and nation.

1. Money for advertising

Strategic Initiative #5: The College will engage students outside of class to further develop critical thinking, communication, character development and civic involvement skills necessary for leadership in their professions and communities. Special attention will be given to Black men students.

1. Campus master plan objectives
 - a. Short Term
 - i. New residential units \$15 – 20 million
 - ii. New student center \$ 5 million
 - iii. New dining facility
 - b. Long Term
 - i. New fine arts center
 - ii. Parking deck
 - iii. Third floor addition to Kendall
 - iv. Alumni Center
 - v. Intramural fields
 - vi. Fitness Center
2. Endowment to cover unpaid internships
3. Endowment to sponsor study abroad opportunities