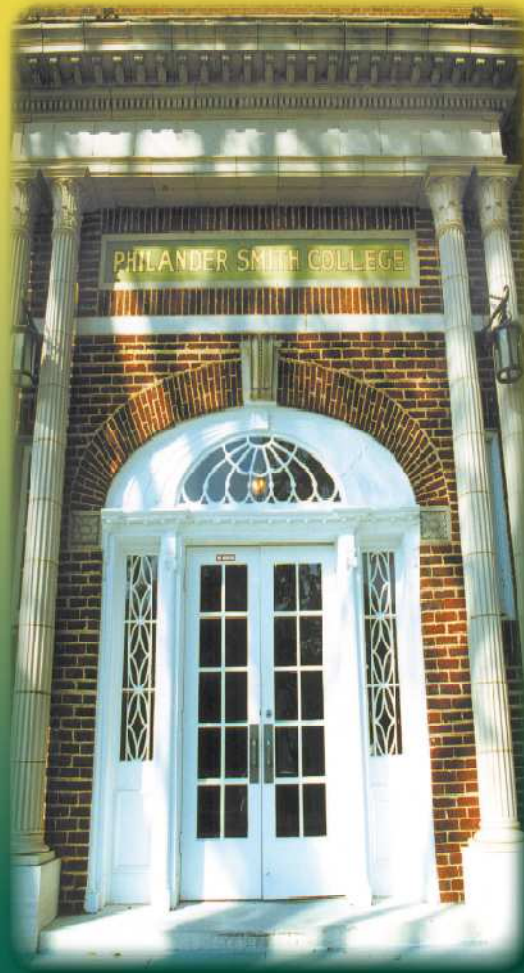


*Philander Smith College
2014-2019
Strategic Plan*



Philander
SMITH COLLEGE
EST 1877

THINK JUSTICE

Philander Smith College

2014-2019

Strategic Plan

(Approved by the Board of Trustees on February 20, 2014)

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History of Philander Smith College

Founded in 1877, Philander Smith College is the result of the first attempt west of the Mississippi River to make education available to freedmen (former African American slaves). The forerunner of the college was Walden Seminary, named in honor of Dr. J.M. Walden, one of the originators and the first corresponding secretary of the Freedmen's Aid Society.

In 1882, Dr. G.W. Gray, president of Little Rock University, the institution for the Arkansas Annual Conference of the United Methodist Church, met Mrs. Adeline Smith, widow of Mr. Philander Smith of Oak Park, Ill., while soliciting funds. The late Philander Smith had been a liberal donor to Asiatic Missions and had developed an interest in the work of the church in the South. In making her gift to Dr. Gray, Mrs. Smith designated \$10,500 for Walden Seminary. The trustees accepted the gift and gave it special recognition by changing the name of the struggling Walden Seminary to Philander Smith College. A new site for the school had already been purchased at Eleventh and IZard Streets. The gift made by Mrs. Smith was a significant contribution towards the construction of Budlong Hall, the first brick building on the new site.

Philander Smith College was chartered as a four-year college on March 3, 1883. The first baccalaureate degree was conferred in 1888. Rev. Thomas Mason, the first president, resigned in 1896. He was succeeded by a member of the faculty of the college, the **Rev. James Monroe Cox**, professor of ancient languages. Dr. Cox retired from the presidency of the college in 1924, and was succeeded by the **Rev. George Collins Taylor**, a graduate of the college. Dr. Taylor served as president from 1924 to 1936.

In May 1936, **Dr. Marquis LaFayette Harris** succeeded Dr. Taylor as president. During the administration of Dr. Harris, the campus area was greatly enlarged. In July 1948 the site of the Little Rock Junior College, adjacent to the South end of Philander Smith's campus, was purchased. On March 30, 1949, after an extensive program of academic improvement, Philander Smith College was fully accredited by the North Central Association of Colleges and Schools. Dr. Roosevelt David Crockett, a graduate of the institution, on June 1, 1961, succeeded Dr. Harris.

Dr. Earnest Dixon, Philander Smith's sixth president, took office Jan. 1, 1965. Dr. Walter R. Hazzard, who took office as the seventh president of the college on July 1, 1969, succeeded him. Dr. Grant S. Shockley who took office as the eighth president on Jan. 1, 1980 succeeded Dr. Hazzard. Dr. Hazo W. Carter, who was elected unanimously July 19, 1983 by the Board of Trustees, and took office Aug. 20, 1983, succeeded Dr. Shockley.

Dr. Carter resigned the presidency in August 1987. Dr. Myer L. Titus, a 1954 graduate of the institution, succeeded him. Upon Dr. Titus's retirement on June 30, 1998, the Board of Trustees elected **Dr. Trudie Kibbe Reed** in February 1998, becoming the eleventh and first female president of Philander Smith College.

In the summer of 2004, **Dr. Julius Scott** was appointed by the Board of Trustees to serve as the interim president while the college completed a national search for the next president in the wake of Dr. Reed's resignation. In October 2004, the Board announced the selection of **Dr. Walter M. Kimbrough** as the 12th president and he took office on Dec. 13, 2004. In the spring of 2012, **Dr. Johnny Moore**, a 1989 graduate of Philander Smith College, was appointed by the Board of Trustees as the 13th president of Philander Smith College. Dr. Johnny M. Moore resigned as President of Philander Smith College on February 20, 2014 to pursue other professional and personal opportunities. The Board of Trustees appointed **Dr. Lloyd E. Hervey**,

Interim President, on February 20, 2014. Dr. Hervey has served the College as Chair for the Division of Education and Associate Professor of Education.

Mission

“To graduate academically accomplished students, grounded as advocates for social justice, determined to change the world for the better”.

Vision

“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 a every-changing complex global world”.

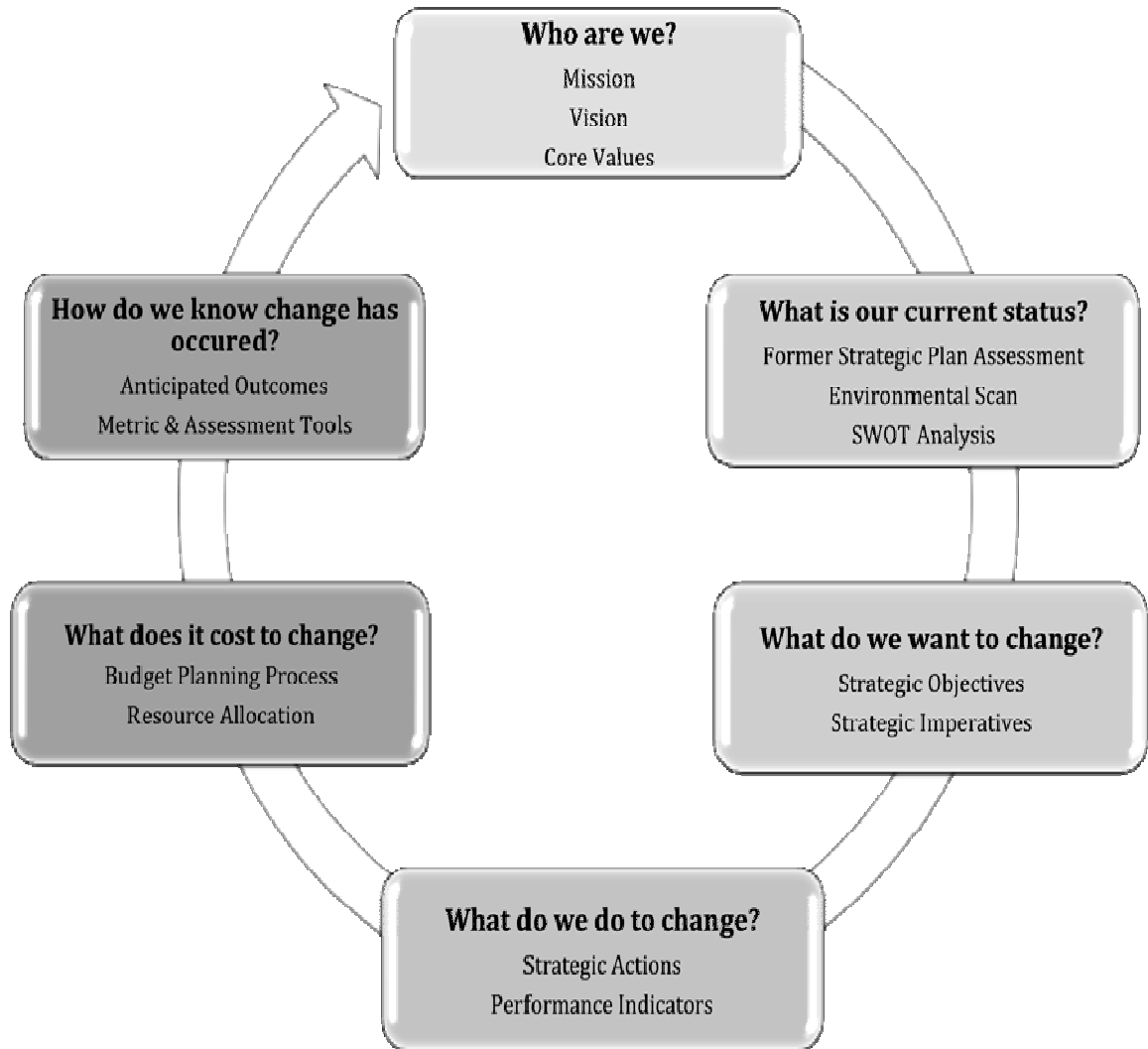
Core Values

- Integrity
- Servant Leadership
- Social Justice
- Scholarship

Strategic Planning Process and Framework

The strategic planning committee convened in September of 2012 at the request of President Johnny M. Moore. This committee was charged with developing a comprehensive plan that would take Philander Smith College to the next level. The committee consisted of members from every stakeholder of the college including: students, staff, administrators, faculty, board of trustee members, community members, and alumni. The committee met over a year and half garnering insight, buy-in, and robust debate about what the new strategic plan should include. The following framework governed this process:

PSC Strategic Planning Framework



SWOT Analysis:

Philander Smith Colleges' strengths, weakness, opportunities and threats were identified by members of the executive cabinet during a retreat in the fall 2012. The strategic planning committee henceforth has revised and updated these recommendations and has organized all of them by prioritizing the following themes below under each section:

Strengths

1. National name recognition through the social justice identity brand.
2. Modern campus facilities.
3. Increase scholarship opportunities for students.
4. Positive community engagement reputation.
5. National ranking in U.S. World Report.
6. Low faculty to student teaching ratio.

Weakness

1. High price of tuition.
2. Low faculty and staff morale.
3. Distinguishing academic and institutional identity not clearly defined.
4. Lack of transparency and shared governance.
5. Declining enrollment.
6. Low faculty/staff salaries.

Opportunities

1. Partnerships with neighboring institutions.
2. Diversity of America college students.
3. Increase of demand for college degree from adult learners.
4. Technological advancement.
5. Expand in new recruiting geographical areas.
6. Develop new sources of revenue through grant attainment and adult learning program development.

Threats

1. Performance based funding through the Department of Education's impeding rating system.
2. For profit and on-line universities recruiting and accommodation measures for student scheduling demands.
3. Lack of external corporate and foundational financial support for private colleges.
4. Predominately White Institutions aggressively recruiting for top black students.
5. Negative public perceptions of HBCUs.
6. Influx of underprepared students from the secondary education school systems.

PSC Performance Indicator Profile 2013-2014

Enrollment Stabilization

Students Enrolled	556
# Students from Arkansas	254
# International Students	44
# By Race/Ethnicity	
Non-Resident Aliens	45
Hispanic/Latino	2
Black or African American	496
White, Non-Hispanic	4
Asian, Non-Hispanic	1
Native Hawaiian	1
Two or more races	7
# Study Abroad Students	1
# Transfer Student	41
# By Gender	
Male	187
Female	369
# By Geography	
From Arkansas	254
From States Outside AR	258
From Foreign Countries	44
# Of Applications First-Time, First-Year	
Applied	5181
Accepted	2151
Enrolled	135
# Scholarship Awarded	183
Average GPA & ACT Scores (Fall 2013 First-Time Entering Cohort)	
Average HS GPA	3.08
Average ACT Composite Score	19.1
Average ACT English Score	18.2
Average ACT Math Score	18.6
Average ACT Reading Score	19.8
Average ACT Science Score	19.7

Academic Distinction

Faculty Student Ratio	9.71 to 1 (FTE Taken into consideration)
Retention Rate (First Year)	55%
Four-Year Graduation Rate (2007 Cohort)	20%
Six-Year Graduation Rate (2007 Cohort)	43%
# Service Learning Classes	15
% of a Faculty with a Doctoral Degrees	54%
# Of Curriculum Revisions	18
# Academic Majors Provided	18
# Of Faculty Conference Attendance	20%
# Of Faculty publication	Less than 1%
# Of Faculty Development Workshops	3
# of Tenured Faculty	11
Median Age of students	22.7
# International students	44

Operational Éclat

# Of Employee Evaluations Submitted	58
# Facilities Improvements (Buildings)	5
# Technological Improvements	11
# Development Workshops	136
# Of Department/Program Newsletters	12
# Of Award/Celebration/Recognition Programs	26
% Customer Service Surveys	47%

Community Engagement

# Of Community Partnerships	50
# PSC Media Mentions	12
# Community Contracts for Facilities Uses	250
# Collegiate Collaborations	17
# Attendance of Community Members at Programs	
# Service learning Hours	1290
# Of Department/Offices Assessment Plans	16
# Of Faculty/Staff Participation in Non-Profit/Civic Leadership Position	34

Financial Sustainability

Endowment %	\$10m
Alumni Giving %	20%
Faculty/Staff Giving %	80%
Administrative Giving %	100%
Board Giving	100%
# Of Grant Awarded	16
\$ Raised Last Year	\$1.4m
# Legacy Gifts	50%

Strategic Objective: One ***Enrollment Stabilization***

To improve the retention and recruitment efforts of the college through strategic interdepartmental collaborations among faculty and staff towards the goal of increasing the student population and graduation rates.

Strategic Imperatives	Strategic Actions	Outcomes and/or Metrics	Office(s) Responsibility
1.1 Improve admission standards.	<p>Action 1: Require an essay for all Scholarship recipients.</p> <p>Action 2: Create a multi-ethnic student population</p>	<p>Outcome 1: Increase application pool (Ongoing)</p> <p>Outcome 2: More diverse student population (Ongoing)</p>	<p>Enrollment Management</p> <p>Enrollment Management</p>
1.2 Increase graduation and retention rates.	<p>Action 1: Create a comprehensive retention strategy.</p> <p>Action 2: Restructure the early alert program.</p> <p>Action 3: Assist Academic Affairs with advising worksheets of all students with less than 60 hours.</p>	<p>Outcome 1: Increase student return rate (March 2014 –June 2015)</p> <p>Outcome 2: Early identification of potential drop-outs or stop-outs; Increase persistence rates (March 2014 – January 2015)</p> <p>Outcome 3: Consistent advising through general education core curriculum; Keeping students on-schedule for graduation (Ongoing).</p>	<p>Enrollment Management, Academic Affairs & Student Affairs</p> <p>Enrollment Management</p> <p>Enrollment Management & Academic Affairs</p>

<p>1.3 Refocus recruiting efforts.</p>	<p>Action 1: Broaden marketing base locally and regionally.</p> <p>Action 2: Develop partnerships with key in-state stakeholders.</p> <p>Action 3: Develop articulation agreements with community colleges.</p>	<p>Outcome 1: Partner with local and state print, web, and broadcast media (October 2013 – Ongoing).</p> <p>Outcome 2: Increase scholarship opportunities for in-state students (October 2013 – Ongoing).</p> <p>Outcome 3: Pending articulation agreements with local community colleges; 2) Created partnerships with Umoja Community for articulation agreements with California community colleges (Completed – November 2013).</p>	<p>Enrollment Management & Academic Affairs</p> <p>Enrollment Management & Academic Affairs</p> <p>SJI; Enrollment Management, Academic Affairs & Institutional Effectiveness</p>
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Strategic Objective: Two

Academic Distinction

To reimagine the academic experience for students and faculty centered on social justice teaching and learning in order to foster intellectual growth, develop core skills and competencies, and offer experiential learning to produce global leaders and workers for the world.

Strategic Imperatives	Strategic Actions	Outcomes And/or Metrics	Office(s) Responsibility
<p>2.1 Infuse social justice into the curriculum of General Education and appropriate majors.</p>	<p>Action 1: Develop and introduce social justice outcomes into the first-year orientation course in General Education.</p> <p>Action 2: Develop and introduce social justice outcomes into appropriate majors.</p> <p>Action 3: Develop and implement assessment of social justice outcomes.</p> <p>Action 4: Provide faculty development for faculty infusing social justice outcomes into curriculum of General Education and appropriate majors.</p>	<p>Outcome 1: Completion date 2016.</p> <p>Outcome 2: Completion date 2016.</p> <p>Outcome 3: Completion date 2016.</p> <p>Metric 4: Provide 2 to 3 faculty development workshops per academic year.</p>	<p>SJI & Academic Affairs</p> <p>Academic Affairs</p> <p>Academic Affairs</p> <p>SJI & Academic Affairs</p>
<p>2.2 Attract and retain faculty through competitive salaries and incentives.</p>	<p>Action 1: Establish and implement a process of comprehensive evaluation of faculty and academic staff.</p>	<p>Outcome 1: In conjunction with Academic Affairs, the Office of Human Resources will implement a process of comprehensive evaluation of academic staff by July 2014.</p>	<p>Academic Affairs & Human Resources</p>

	<p>Action 2: Strengthen evaluation, tenure, and promotion process at all levels in the academy.</p> <p>Action 3: Establish endowed chairs for tenured faculty.</p> <p>Action 4: Maintain competitive salaries and incentives comfortable to institutions similar in size to PSC.</p> <p>Action 5: Establish a new faculty, mentoring and retention program.</p> <p>Action 6: Identify external support programs for attracting competitive faculty.</p>	<p>Outcome 2: Completion date 2016.</p> <p>Metric 3: One or two endowed chairs to be established by 2017.</p> <p>Outcome 4: Salaries and incentives of institutions in similar size of PSC will be reviewed annually 2015, 2017, and 2019.</p> <p>Outcome 5: In conjunction with Academic Affairs, a new faculty, mentoring and retention program will be implemented Fall 2015.</p> <p>Metric 6: Apply for 1 to 2 grants/gifts by 2017</p>	<p>Academic Affairs</p> <p>Academic Affairs & Institutional Advancement</p> <p>Academic Affairs & Human Resources</p> <p>Academic Affairs & Human Resources</p> <p>Academic Affairs & Institutional Advancement</p>
<p>2.3 Develop a vibrant teaching and learning program.</p>	<p>Action 1: Establish and implement student-centered faculty and academic staff development.</p> <p>Action 2: Establish a faculty excellence award committee.</p> <p>Action 3: Promote academic scholarship among faculty and academic staff.</p>	<p>Metric 1: Provide 2 or 3 workshops per academic year.</p> <p>Outcome 2: Completion date 2016.</p> <p>Metric 3: Increase number of faculty publications by 30% and conference attendance by 30% by 2017.</p>	<p>Academic Affairs</p> <p>Academic Affairs</p> <p>Academic Affairs</p>

	<p>Action 4: Promote technology in the classroom.</p> <p>Action 5: Ensure Information Literacy in general education and the majors.</p>	<p>Metric 4: 100% of faculty using technology in the classroom/hybrid class/online by 2016.</p> <p>Metric 5: 100% of courses that teach information literacy by 2016.</p>	<p>Academic Affairs & CIS</p> <p>Academic Affairs</p>
<p>2.4 Retool and align learning assessment.</p>	<p>Action 1: Align assessment and evaluation process with expected student learning outcomes at course and program levels.</p> <p>Action 2: Establish and implement procedures for periodic assessment review.</p> <p>Action 3: Require each office under student affairs to create learning outcomes that compliment academic affairs.</p>	<p>Outcome 1: Completion date 2017.</p> <p>Outcome 2: Annual meetings and assessment will be quarterly starting October 2014.</p> <p>Outcome 3: Completion date: August 1, 2015: Timeline: May 2014 – Learning Outcomes Retreat – assemble a learning outcomes team to create learning outcomes based on the College’s or Academic Affairs’ learning outcomes; June 1 – Learning outcomes draft due; July 1 – finalize learning outcomes; August 1 – adopt learning outcomes for student affairs</p>	<p>Academic Affairs</p> <p>Academic Affairs & Institutional Effectiveness</p> <p>Student Affairs & Academic Affairs</p>
<p>2.5 Provide a comprehensive experiential learning experience.</p>	<p>Action 1: Increase study abroad applications.</p>	<p>Metric 1: Increase the number of study abroad applications 4 to 8 per academic year.</p>	<p>Academic Affairs</p>

	<p>Action 2: Provide service-learning opportunities for faculty and students.</p> <p>Action 3: Infuse Civic engagement for students in curriculum and co-curricular activities.</p>	<p>Outcome 2: 25% of all classes offer service learning courses by Fall 2016.</p> <p>Outcome 3: Completion date 2016.</p>	<p>Academic Affairs & SJI</p> <p>Academic Affairs</p>
<p>2.6 Promote undergraduate research.</p>	<p>Action 1: Establish a Sponsored Program Office with a focus on undergraduate student and faculty research.</p> <p>Action 2: Develop student-learning outcomes at program levels that promote undergraduate student and faculty research.</p> <p>Action 3: Establish a “culture of research” among faculty and students.</p> <p>Action 4: Create bi-annual undergraduate research journals for initiatives (e.g., Social Justice, ARK-LSAMP)</p>	<p>Outcome 1: Completion date fall 2016.</p> <p>Metric 2: Completion date 2018 with 4 to 8 research projects completed. 2014-2018; 4 to 8 projects</p> <p>Outcome 3: Completion date Fall 2016.</p> <p>Outcome 4: First issue launched in Fall 2014 with 2 issues per semester.</p>	<p>Academic Affairs & Institutional Advancement</p> <p>Academic Affairs</p> <p>Academic Affairs</p> <p>Academic Affairs & SJI</p>
<p>2.7 Reinstitute the McKinney Newton Honors program.</p>	<p>Action 1: Establish explicitly stated mission, goals and outcomes.</p> <p>Action 2: Align curriculum and co-curricular activities with mission, goals and outcomes.</p> <p>Action 3: Establish assessment and evaluation at course and program levels.</p>	<p>Outcome 1: Completion date Spring 2015.</p> <p>Outcome 2: Completion date Spring 2015.</p> <p>Outcome 3: Completion date Spring 2015.</p>	<p>Academic Affairs</p> <p>Academic Affairs</p> <p>Academic Affairs</p>

	<p>Action 4: Appoint leadership of Honor's Program.</p> <p>Action 5: Appoint an Advisory Board for the Honor's Program.</p>	<p>Outcome 4: To appoint leader by Fall 2014.</p> <p>Outcome 5: To have a board appointed by Fall 2014.</p>	<p>Academic Affairs</p> <p>Academic Affairs</p>
<p>2.8 Update and strengthen general education and the majors at program and course level.</p>	<p>Action 1: Establish explicitly stated mission, goals and outcomes for General Education.</p> <p>Action 2: Align curriculum and co-curricular activities with mission, goals and outcomes.</p> <p>Action 3: Establish assessment and evaluation at course and program levels.</p> <p>Action 4: Appoint leadership of General Education.</p> <p>Action 5: Assess (and when necessary revise) missions, goals and outcomes of major disciplines.</p> <p>Action 6: Align and expand (when necessary) curriculum and co-curricular activities with missions, goals and outcomes of major disciplines.</p>	<p>Outcome 1: Completion date Spring 2015</p> <p>Outcome 2: Completion date Spring 2015.</p> <p>Outcome 3: Completion date Spring 2015.</p> <p>Outcome 4: Completion date Fall 2014.</p> <p>Outcome 5: To assess and expand by Fall 2018.</p> <p>Outcome 6: To align and expand by Fall 2018.</p>	<p>Academic Affairs</p> <p>Academic Affairs</p> <p>Academic Affairs</p> <p>Academic Affairs</p> <p>Academic Affairs</p> <p>Academic Affairs</p>

<p>2.9 Create centers of excellence.</p>	<p>Action 1: Establish Center of Teaching Excellence</p>	<p>Outcome 1: To establish in the Fall 2017.</p>	<p>Academic Affairs</p>
<p>2.10 Provide international experiences.</p>	<p>Action1: Provide programming for international observances.</p>	<p>Metric 1: Provide 3 international program observances an academic year.</p>	<p>SJI</p>
<p>2.11 Create a junior and senior year experience program.</p>	<p>Action 1: Appoint Advisory Councils to Study Abroad and Undergraduate Research</p>	<p>Metric 1: Appoint Advisory Boards to plan and implement research opportunities for 4 to 5 juniors and seniors per academic year, domestic and abroad</p>	<p>Academic Affairs</p>

Strategic Objective: Three

Operational Éclat

To build and refurbish physical infrastructure and engender an organizational culture that is service focused, data driven, technology propelled, and accountability fixated that ultimately results in a exceptional and efficient workforce where all stakeholders are working collaboratively to fulfill the mission of the college.

Strategic Imperatives	Strategic Actions	Outcomes And/or Metrics	Office(s) Responsibility
3.1 Improve the service experience at the college.	Action 1: Provide customer service training for new and current employees.	Outcome 1: 100% of current and new employees' training will be completed September 1, 2014.	Human Resources
	Action 2: Create office customer service surveys template.	Outcome 2: Customer service surveys template will be completed August 2014.	Human Resources
	Action 3: Develop Customer Service Goals for the college.	Outcome 3: Customer Service Goals will be completed October 2014	Human Resources
	Action 4: Create office modules for engaging customers.	Outcome 4: Office modules for engaging customers will be completed October 2014	Human Resources
3.2 Develop a consistent external and internal communication system.	Action 1: Maintain and update weekly website and social media pages.	Metric 1: 48 updates per year	Institutional Advancement
	Action 2: Restructure the delivery of the <i>Philanderian</i> and direct mail solicitation.	Outcome 2: 2018-ongoing	Institutional Advancement
	Action 3: Require all senior administrators to develop semester newsletters.	Outcome 3: All offices will produce a newsletter starting in Fall 2014.	All Departments & Offices

	Action 4: Require all students to use college issued email for communication.	Outcome 4: Completion date: Fall 2014; Timeline: May 1, 2014-meet with CIS, and Academic Affairs to draft guidelines for student handbook to be published for Fall 2014. August 1, 2014: send an official email to students regarding the PSC email as the official email for communication.	Student Affairs, Academic Affairs & CIS
3.3 Update and expand the computer information systems.	<p>Action 1: Purchase technology to improve servers' space and bandwidth.</p> <p>Action 2: Update software and hardware utilized by faculty and staff.</p> <p>Action 3: Implement functional enhancements to financial aid management system (FAMS) to increase efficiency and productivity.</p>	<p>Outcome 1: Completed on Fall 2013.</p> <p>Outcome 2: Completed on Fall 2013.</p> <p>Outcome 3: Completed in Fall 2013.</p>	<p>CIS</p> <p>CIS</p> <p>Enrollment Management & CIS</p>
3.4 Develop professional development opportunities for faculty, student, & staff.	<p>Action 1: Provide resources for faculty, staff and students for the opportunity to attend professional development conferences.</p> <p>Action 2: Provide on campus in-service programs focused on development.</p>	<p>Outcome/Outcome Metric 1: A training calendar with six workshops will be created to inform employees on when the workshops are scheduled. When Professional Opportunities are known it will be disseminated to departments.</p> <p>Outcome/Metric 2: A training calendar with six workshops will be created to inform employees on when the workshops are scheduled for the year 2014.</p>	<p>Human Resources & Academic Affairs</p> <p>All Offices & Departments</p>
3.5 Recognize and reward exceptional workers and offices.	Action 1: Provide yearly award ceremony for top performing staff.	Outcome 1: The annual PSC award ceremony will present an award to the top performing staff April 2014.	Human Resources

	Action 2: Provide yearly office performance award.	Outcome 2: The annual PSC award ceremony will present an award for office performance April 2014.	Human Resources
3.6 Revise and improve employee evaluation system.	Action 1: Require mid-year employee evaluations.	Outcome 1: Required mid-year employee evaluations will be conducted January 2015.	Human Resources
	Action 2: Provide evaluation training for supervisors.	Outcome 2: Provide evaluation training for supervisors April 2014.	Human Resources
	Action 3: Develop a supervisor evaluation sheet for direct reports.	Outcome 3: A supervisor evaluation sheet for direct reports will be completed April 2014.	Human Resources
3.7 Develop a comprehensive new employee orientation program.	Action 1: Produce a new employee pamphlet.	Outcome 1: A new employee pamphlet will be created August 2014.	Human Resources
	Action 2: Develop work modules for staff positions.	Outcome 2: Work modules will be completed by September 201.	All Offices & Departments
3.8 Build new and refurbish existing facilities and establish defer maintenance programs.	Action 1: Build new Student Center.	Outcome 1: Completed by August 2014.	Fiscal Affairs
	Action 2: Raise money for capital projects.	Outcome 2: Capital Campaign to raise funds for new Campus Center Phase I Campaign of \$5.3M to be raised by January 2015 & Phase II Campaign of \$4.5M to be raised by 2017.	Institutional Advancement & Fiscal Affairs
	Action 3: Convert key common areas in Residential life to support the creation of Residential College Programs and Initiatives.	Outcome 3: Completion date July 2015.	Student Affairs & Fiscal Affairs
3.9 Revise institutional policies and procedures to ensure they are social justice centered.	Action 1: Revise non-instructional handbook to ensure it is social justice centered.	Outcome 1: PSC non-instructional handbook will be revised Spring 2015.	Human Resources & SJI

	<p>Action 2: Revise student handbook to ensure it is social justice centered.</p> <p>Action 3: Develop and implement a PSC Policy on Institutional Effectiveness.</p>	<p>Outcome 2: Completion date Spring 2015.</p> <p>Outcome 3: Completion date Spring 2016; Timeline: Fall 2014 – meet with SJI to plan the Spring Trip to the Association for Student Conduct Administrators Conference to attend sessions geared toward Restorative Justice. Discuss pros, cons, and areas of improvement for the Student Conduct Process; Spring 2015 – attend ASCA Conference. After conference, create an outline for incorporating a model for restorative justice, which includes inviting a consultant to campus for critique; May 2015 – create a restorative justice model guideline; June 1, 2015 – review rough draft; July 1, 2015 – finalize draft; August 1, 2015 – adopt restorative justice model; Fall 2015 – hold mock restorative justice hearings, and sessions to determine any flaws, areas of revisions/improvements; December 2015 – complete final revisions to go live Spring 2016.</p>	<p>Student Affairs & SJI</p> <p>Institutional Effectiveness</p>
<p>3.10 Require all offices and departmental metrics to assess productivity.</p>	<p>Action 1: Require all departments and offices to create performance indicators.</p> <p>Action 2: Require all department and offices to create metric/survey tools to assess their work.</p>	<p>Outcome 1: Completion date August 2014.</p> <p>Outcome 2: Completion date August 2014.</p>	<p>Human Resources</p> <p>Human Resources</p>
<p>3.11 Require all office and departments to create yearly strategic plans.</p>	<p>Action 1: Require all cabinet members to create yearly strategic plans.</p>	<p>Outcome 1: Completion date August 2014.</p>	<p>President Office & Human Resources</p>

3.12 Recognize faculty excellence in teaching, research and service.	Action 1: Develop a faculty research and service award.	Outcome 1: A research and service award will be awarded during the annual 2014 PSC award ceremony.	Human Resources & Academic Affairs
3.13 Revise the organizational chart.	Action 1: Create an Office of Institutional Effectiveness and Planning.	Outcome 1: Completed Fall 2013.	President's Office
3.14 Purchase strategic planning and accreditation software.	Action 1: Purchase and Utilize Taskstream Strategic Planning and Accreditation Software.	Outcome 1: Purchased Taskstream software summer 2013; system development fall 2013; implementation spring 2014	Institutional Effectiveness
3.15 Support faculty and staff governance.	Action 1: Create a staff governing body.	Outcome 1: A staff governing body will be created April 2014.	Human Resources

Strategic Objective: Four *Community Engagement*

To engage the campus and surrounding Little Rock community by establishing meaningful relationships, creating community partnerships, and conducting community service and service learning projects as a means to improve the quality of life the community.

Strategic Imperatives	Strategic Actions	Outcomes And/or Metrics	Office(s) Responsibility
<p>4.1 Increase College’s visibility in the surrounding community, state and region.</p>	<p>Action 1: Increase the number of advertisements in traditional and non-traditional media markets.</p> <p>Action 2: Increase the number of student participation in academic and social events in local, state, and region conferences.</p> <p>Action 3: Increase the number of faculty and staff participation in community events/meetings locally, statewide, and regionally.</p>	<p>Metric 1: 15 advertisements in 2019</p> <p>Metric 2: Begin with 100 students as target.</p> <p>Metric 3: 30% of faculty and staff will participate in community events and meetings locally, statewide, and regionally by 2017.</p>	<p>Institutional Advancement.</p> <p>Student Affairs</p> <p>All Offices & Departments</p>
<p>4.2 Pursue community partnerships</p>	<p>Action 1: Increase the number of service-learning partnerships.</p> <p>Action 2: Solicit vendors for partnerships.</p>	<p>Metric 1: Increase the service learning partnerships by 25%</p> <p>Metric 2: Contributions from Vendors to the College’s General Fund or Scholarship Fund for: 2014 -\$20,000; 2016-\$30,000; 2015 - \$25,000.</p>	<p>SJI</p> <p>Fiscal Affairs</p>

	Action 3: Increase the number of community-service partnerships	Metric 3: In 2014 – 30 community service partnerships; 2015 – 35 community service partnerships; 2016 – 40 community service partnerships.	Student Affairs
4.3 Increase faculty and staff participation in civic and non-profit leadership positions	<p>Action 1: Develop a monthly advertisement of leadership opportunities in non-profit organizations for faculty and staff to participate in.</p> <p>Action 2: Create community service award for faculty and staff who serve as leaders in a non-profit organizations</p>	<p>Outcome 1 Increase number of faculty & staff participation in non-profit leadership positions by 15%.</p> <p>Outcome 2: A faculty and staff service award for those who serve as leaders in non-profit organizations will be awarded during the 2014 annual PSC award ceremony.</p>	Human Resources & SJI Human Resources
4.4 Seek the Carnegie Community Engagement Elective Classification	Action 1: Apply for the Carnegie Community Engagement Elective Classification.	Outcome 1: Application submitted and awarded by Fall 2014.	SJI
4.5 Develop faculty, staff, and student programs that encourage community service	<p>Action 1: Annually acknowledge the top student, faculty, and staff who have completed the most community service hours.</p> <p>Action 2: Require all students to complete 120 hours of community service before graduation.</p>	<p>Outcome 1: The student, faculty and staff who completed the most community service hours will receive an award during the 2014 annual PSC award ceremony.</p> <p>Outcome 2: Completion date: August 1, 2014; Timeline: May 2014 – Student Affairs Retreat – assemble a community service team to create requirements for the completion of 120 hours of community service; June 1, 2014 – Community Service guidelines draft due; July 1, 2014 – finalize community service guidelines;</p>	Human Resources Student Affairs

		August 1, 2014 – adopt community service guidelines and create logistics for implementation; September 1, 2014 – submit logistics and timeline for implementation. Fall 2015 – Go live with community service program.	
4.6 Promote interdepartmental collaborations between faculty, staff, and students	<p>Action 1: Invite other departments/offices to yearly retreats/planning sessions</p> <p>Action 2: Include interdepartmental collaborations in each office/department strategic plan.</p>	<p>Outcome 1: The Office of Human Resources will invite three representatives from various departments for a yearly retreat/planning session starting in Fall 2014.</p> <p>Outcome 2: Language in department/office strategic plans that demonstrated office/departmental collaboration. Language will be included in the Office of Human Resources strategic plan to encourage interdepartmental collaboration.</p>	<p>All Departments & Offices</p> <p>All Departments & Offices</p>
4.7 Collaborate with surrounding colleges and universities	<p>Action 1: Collaborate yearly with UALR on programs.</p> <p>Action 2: Collaborate yearly with Hendrix College on Religious programs</p> <p>Action 3: Collaborate yearly with the Clinton School</p>	<p>Metric 1: Conduct 2 programs with UALR starting Fall 2014</p> <p>Metric 2: Conduct 1 program with Hendrix College starting in Fall 2014.</p> <p>Metric 3: Conduct 2 programs with the Clinton School starting in Fall 2014</p>	<p>SJI</p> <p>Student Affairs</p> <p>Institutional Advancement & SJI</p>

	Action 4: Collaborate yearly with Arkansas Baptist College on programs.	Metric 4: Conduct 2 programs with Arkansas Baptist College starting in Fall 2014.	SJI
4.8 Provide opportunities for the surrounding community to participate on campus	Action 1: Continue to promote Bless the Mic to increase audience participation. Action 2: Increase the number of community members to attend SJI programs.	Metric 1: Increase the number of attendees by 25% by Fall 2015 Metric 2: Increase the number of community participation in SJI events by 15% by Fall 2016.	Student Affairs SJI
4.9 Require community service and service learning hours from students	Action 1: Require 120 hours of community service for students for graduation. Action 2: Require 20 hours of service learning hours for graduation.	Outcome 1: Start date: fall 2015 Outcome 2: Start date: fall 2015	Student Affairs SJI
4.10 Establish an alumni professional development network	Action 1: Host a gathering during the annual NAA meeting to collect alumni information for the network	Outcome 1: Creation of an alumni professional development network website in Spring 2015.	Institutional Advancement
4.11 Strengthen the relationship with the Alumni	Action 1: Host “Key Cities” functions in selective states.	Metric 1: 5 of “Key Cities” conducted annually starting Fall 2014.	Institutional Advancement
4.12 Increase board members’ participation and or support in campus activities			

Strategic Objective: Five *Financial Sustainability*

To acquire the necessary resources to meet the fiscal needs of the college by cultivating relationships, expanding the donor base and becoming faithful stewards of the gifts and donations afforded to the college.

Strategic Imperatives	Strategic Actions	Outcomes And/or Metrics	Office(s) Responsibility
5.1 Increase the Endowment.	<p>Action 1: Monitor investment Managers.</p> <p>Action 2: Create a plan that the College's Endowment increases through the capital campaign.</p>	<p>Outcome 1: Investment Managers will make presentations to the Board of Trustees Finance Committee annually. Meeting will be held in September of each year starting in 2014.</p> <p>Metric 1: \$750,000 per year through 2019</p>	<p>Fiscal Affairs</p> <p>Institutional Advancement</p>
5.2 Increase and diversify donor base.	<p>Action 1: Upgrade the Advancement Management System.</p> <p>Action 2: Scrub donor database for accuracy in addresses, coding, and notations.</p> <p>Action 3: Identify new donors and cultivate relationships.</p>	<p>Outcome 1: Completion date Spring 2015.</p> <p>Outcome 2: Completion date Fall 2014.</p> <p>Outcome/Metric 3: What 35% of donors will increase in 5 years? (2014-15%; 2016-25%; 2019-35%)</p>	<p>Institutional Advancement</p> <p>Institutional Advancement</p> <p>Institutional Advancement</p>
5.3 Institute a comprehensive multi-year capital campaign.	<p>Action 1: Conduct a feasibility study.</p> <p>Action 2: Identify/solicit major gifts from donors for a firm funding foundation.</p>	<p>Outcome 1: Completion date Fall 2013.</p> <p>Outcome/Metric 2: \$3M raised by 2016 for firm foundation.</p>	<p>Institutional Advancement</p> <p>Institutional Advancement</p>

	Action 3: Identify/solicit major remaining gifts for the fundraising campaign	Metric 3: \$3.5M remaining money for the campaign.	Institutional Advancement
5.4 Increase the number of private and government grants.	Action 1: Establish an office for Sponsored Programs. Action 2: Increase the number of private grant proposals. Action 3: Increase the number of government grant proposals. Action 4: Increase the number of corporate and foundational gifts.	Outcome 1: Establish in the Fall of 2015. Metric 2: 25 private grants will be sought per year during the 5 year strategic plan. Metric 3: 10 government grant proposals per years will be written during the 5-year strategic plan. Metric 4: 10 new corporate and foundational gifts (\$2,500 each) during the 5-year strategic plan.	Institutional Advancement Institutional Advancement, Academic Affairs & SJI Institutional Advancement & Academic Affairs Institutional Advancement
5.5 Increase the percentage of employee giving.	Action 1: Increase faculty/staff giving to reach 100%.	Outcome 1: Increase by 10% each year until 100% by 2015.	Institutional Advancement
5.6 Increase the percentage of alumni giving.	Action 1: Restructure the Alumni Leadership Initiative (ALI) to expand on various giving opportunities. Action 2: Conduct annual assessment of ALI to affirm that program and enhancements are effective. Action 3: Increase alumni giving to 30%	Outcome 1: Completion date Fall 2016. Outcome 2: Completion date Fall 2015. Outcome 3: Increase giving by 18% in 2014; 22% in 2016; and 30% in 2019.	Institutional Advancement Institutional Advancement Institutional Advancement
5.7 Increase the amount of Board of Trustee giving.	Action 1: Infuse giving strategies for the Board of Trustees Development Committee to ensure Board donations.	Outcome 1: Completion date 2015	Institutional Advancement

<p>5.8 Increase the number of legacy gifts.</p>	<p>Action 1: Work with the National Alumni Association to inform members of legacy opportunities.</p> <p>Action 2: Increase the number of legacy gifts by 25%.</p>	<p>Outcome 1: Institutional Advancement will conduct presentations at Key Cities' events and the National Alumni Convention legacy gifts information starting in Spring 2014.</p> <p>Outcome 2: By 2014-45; 2016 -56 gifts</p>	<p>Institutional Advancement</p> <p>Institutional Advancement</p>
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Strategic Planning Members

Chair-Dr. Joseph L. Jones

Co-Chair- Mr. Damien Williams

Strategic Planning Committee Members

Larissa Connett (Student)
Dr. Charles Donaldson (Board Member)
Mr. C.J. Duvall (Board Member)
Dr. Hazel Ervin
Mrs. Gemessia Hudson
Mr. Kevin Hamilton
Dr. Jesse Hargrove
Mrs. Latonya Hays
Dr. Lloyd Hervey
Mr. Michael Hutchinson
Dr. Raphael Lewis
Mrs. Pat Lile (Board Member)
Mr. Jack Matlock
Ms. Davne McCleary (Student)
Rev Ronnie Miller-Yow
Mr. Christopher Newton
Ms. Bertha Owens
Dr. Lupita Rasheed
Mr. Don Riggins (Board Member)
Ms. Beverly Richardson
Mr. Sherman Tate (Community Member)
Mr. Terry Wallace
Dr. Annie Williams
Ms. Michelle Wilson (Student)

Sub-Committee Descriptions & Members

Alignment Sub-Committee

The alignment sub-committee's function is to analyze the strategic objectives & imperatives to see if there is sufficient evidence present in the plan that satisfies the Higher Education Commission and the University Senate of the United Methodist Church. Sub-committee members will provide feedback to the committee on how to revise, add and or delete imperatives in order to satisfy expectations from our accrediting bodies.

Editorial Sub-Committee

The editorial sub-committee is charged to create an outline of the entire strategic plan as well as develop a written full draft, in sequence of the strategic planning framework, of the strategic plan.

Communication Sub-Committee

The communication sub-committee's responsibility is to provide a marketing plan that can be used to explain and promote the strategic plan internally and externally. This committee will be responsible for creating brochures, newsletters, flyers, and/or social media publicity about the strategic plan.

Outcome Sub-Committee

This sub-committee is exclusively for cabinet members whose job is to create measurable outcomes for each of their action items. These outcomes will be followed by a timeline and the office/department that will be responsible for completing each action item.

Budgeting Sub-Committee

This sub-committee will identify the relevant cost of implementing the actions items in each department and office in the college in consultation with the Vice President or director. These forecasts should be supported by data from analysis of prior budgets and/or actual/estimated cost of implementing the action item.

Alignment Sub-Committee**Leader- Dr. Annie Williams**

1. Dr. Lloyd Hervey
2. Mr. Chris Newton
3. Ms. Davne McCleary
4. Ms. Bertha Owens
5. Mr. Charles Donaldson

Editorial Sub-Committee**Leader- Mr. Kevin Hamilton**

1. Rev. Ronnie Miller-Yow
2. Dr. Joseph L. Jones
3. Mrs. Pat Lile
4. Mr. Don Riggins
5. Dr. Raphael Lewis

Communication Sub-Committee**Leader- Mr. Michael Hutchinson**

1. Ms. Michelle Wilson
2. Dr. Lupita Rasheed
3. Mr. Jack Matlock
4. Mr. Thurlon Weaver

Outcomes Sub-Committee**Leader-Dr. Johnny Moore**

1. Mr. Damien Williams
2. Mr. Kevin Hamilton
3. Dr. Hazel Ervin
4. Mr. Michael Hutchinson
5. Mr. Chris Newton
6. Dr. Annie Williams
7. Dr. Joseph L. Jones
8. Dr. Jesse Hargrove

Budgeting Sub-Committee**Leader-Terry Wallace**

1. Mrs. Latonya Hayes
2. Rev. C.J. Duvall
3. Mr. Sherman Tate
4. Ms. Gemessia Ford

Strategic Planning Timeline

Sept 29, 2012	President Johnny Moore forms the strategic planning committee.
Oct 12, 2012	Consultant Dr. Marcia Clinkscales leads the Executive Cabinet through a SWOT analysis of the college.
Oct 29, 2012	First strategic planning committee meeting: A discussion on the scope, responsibilities, and duties of the committee were conveyed.
Nov 15, 2012	Second strategic planning committee meeting: A discussion on other college and universities strategic plans.
Jan 25, 2013	Third strategic planning committee meeting: The Renaissance Plan assessment discussion part I.
Jan 29, 2013	Consultant Dr. Marcia Clinkscales reveals findings from her organizational assessment of the college through a public talk.
Feb 21, 2013	Fourth strategic planning committee meeting: The Renaissance Plan assessment discussion part II.
Feb 19, 2013	Strategic-planning framework discussed & adopted by committee.
Feb 27, 2013	Strategic objectives and imperatives drafted by committee chair & President.
Mar 19, 2013	Strategic imperatives sent to cabinet for feedback.
Apr 2, 2013	Core values survey sent out to the faculty, staff, and students.
Apr 18, 2013	Fifth strategic planning committee meeting: Strategic imperative discussion part I.
Apr 22, 2013	Vision statement and core value survey results were discussed in executive cabinet.
Apr 24, 2013	Sixth strategic planning committee meeting: Strategic imperatives discussion part II.
May 3, 2013	Draft of the revised strategic objectives & imperatives provided to the President for review.
June 15, 2013	Strategic Actions rubric provided to V.P.'s and Executive Directors for completion.

Sept 13, 2013	Seventh strategic planning committee convened to discuss strategic actions.
Sept 18, 2013	Draft of strategic objectives and imperatives provided to the Board of Trustees.
Sept 25, 2013	Strategic Planning Sub-Committees established.
Oct 22, 2013	Presidential Cabinet reduces the strategic objectives from seven to five.
Oct 30, 2013	Strategic Planning Committee convened to discuss strategic objectives and imperatives.
Nov 11, 2013	Strategic Planning Committee convened to infuse the strategic imperatives from previous strategic objectives removed (institutional alignment & stakeholder advancement)
Dec 9, 2013	Presidential Cabinet retreat convened to finalize vision statement and core values
Dec 10, 2013	Strategic Planning sub-committees met to discuss editing, alignment, budgeting, and marketing of the strategic plan.
Jan 14, 2014	Presidential Cabinet members instructed to provide metrics/outcomes for action items and develop a performance profile for the college.
Feb 6, 2014	Presidential Cabinet provided feedback and direction on the metrics and outcomes for action items
Feb 20, 2014	Final draft of Strategic plan presented to the Board of Trustees.