Paine College

Five-Year Strategic Plan
2014 – 2019

Vision and Mission
Core Values
Strategic Goals and Objectives

Approved by the Board of Trustees
October 19, 2013

Contents

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Vision

Over the next five years, Paine College shall build on its achievements and legacy to be regionally recognized as a premier liberal arts institution of higher education.

Mission

The Mission of Paine College, a church-related private institution, is to provide a liberal arts education of the highest quality that emphasizes academic excellence, ethical and spiritual values, social responsibility, and personal development to prepare men and women for positions of leadership and service in the African- American community, the nation, and the world.

Core Values

Excellence

Paine College's administrators, faculty, and staff are committed to instruction and research that ensures the transfer of knowledge that develops critical thinking skills in the individual learner. The college also sets high standards and expectations in all other aspects of its functioning – programs, personnel, and infrastructure.

Appreciation of Heritage

The college community embraces, celebrates, and promotes the unique qualities and characteristics that make us what we are as individuals and as an institution.

Integrity

Relationships and practices are based on ethical behavior and social justice.

Fiscal Responsibility

Financial prudence must be practiced by all employees and students of the college. Our fundraising and spending must be motivated by an awareness of where we are fiscally and supported with well-documented objectives.

Service

All persons are treated in a courteous manner that is honest, responsive, and efficient. Developing altruism empowers the collegiate community to act in a way that benefits society.

Strategic Goals: 2014 through 2019

Goal 1 – Institutional Effectiveness and Academic Program Expansion

Devise and implement flexible curricula that incorporate emerging developments in social and technical practices and innovation, and that include the many perspectives of a pluralistic society. Provide priority academic and professional development opportunities for residents of the region. Effect hands-on opportunities through diverse teaching strategies and technologies, including internships, practica, research, and public service experiences that expose them to the myriad of emerging thought and practice. Prepare students to compete in graduate and professional schools as well as in the work force.

Goal 2 – Student Recruitment, Engagement, Success, and Global Citizenship

Redesign admission requirements to bring them in line with those of peer institutions and institutions with similar missions. Identify viable student recruitment markets, engage in aggressive recruitment strategies, provide effective student support services, and monitor student progress and outcomes. Require students to be engaged intellectually, socially, and spiritually to meet the demands of leadership in a global society. Prepare students to serve globally through experiences that enhance their intellectual, social, and spiritual development while also broadening their global connections through learning opportunities that include the programmatic study of countries and cultures of the world, international travel, study abroad opportunities, and exposure to people of diverse backgrounds.

Goal 3 – Technology Infrastructure and Innovation

Build on the College's significant strides with regards to technology infrastructure. For example, an Enterprise Resource Planning (ERP™) system has been implemented, smart classrooms have been installed, videoconferencing equipment has been added, and a single sign-on system has been implemented. However, the College recognizes that for

students to be competitive as they graduate, Paine College must use the latest technology and provide access to first rate training to all members of the community.

Goal 4 – Facilities Enhancement

Maintain functional facilities and state-of-the-art equipment for teaching and living that attract students and improve their overall learning experience.

Goal 5 –Productive Partnerships ("Friend" Raising)

Obtain additional resources (fiscal and other) necessary to support the College's mission and the scope of its programs and services. Devise and implement a viable structure for administrative, teaching, research, and service functions of the College and secure funding or reconfigure existing funding to support these functions. Secure funding to support high quality education and training services, relevancy, and outreach partnerships with government, regional public schools, business, and industry and community organizations.

Strategic Objectives

1. **Institutional Effectiveness and Academic Program Expansion:**
   - Increase the number of grants and contracts for research, training, and public service
   - Increase post graduate placement rates
   - Align faculty and staff salaries with average salaries for faculty and staff in the Southeastern region
   - Pursue national or special accreditation for select programs
   - Implement graduate programs

2. **Student Recruitment, Engagement, Success, and Global Citizenship:**
   - Increase the quality of the academic profile of new incoming students
   - Increase enrollment and completion rates across select academic programs
   - Increase the number of students awarded external scholarships, fellowships, internships, and honors
   - Increase the recruitment of diverse national and international students, faculty and staff
   - Identify prime student markets and recruit therefrom
   - Increase the number of students who engage in international opportunities
   - Increase student participation in leadership, academics, and service through campus organizations
   - Maintain a student assembly attendance average of at least 75% for the year
   - Incorporate 21st century skills, global citizenship and service learning in the formal curriculum

3. **Technology Infrastructure and Innovation:**
   - Provide state-of-the-art technology and infrastructure for academic and administrative use
   - Increase the number of smart classrooms
   - Expand the electronic library access and holdings

- Implement technology to support paperless document sharing via the Enterprise Resource Planning™ system
- Establish a professional development training program
- Implement a campus-wide technology monitoring group (TAC – Technology Advisory Committee)

4. **Facilities Enhancement:**
   - Implement the plan for strategic land acquisition
   - Develop a plan for the acquisition of resources for academic facilities
   - Establish and implement a campus beautification strategy
   - Establish and implement "green" policies and practices

5. **Productive Partnerships ("Friend" Raising):**
   - Increase community participation in campus-based activities
   - Increase overall endowment via fundraising
   - Increase revenue through strategic partnerships
   - Increase revenue through grant approvals
   - Increase non-institutional /non-discounted scholarships
   - Increase endowment fund interest revenue
   - Increase strategic agreements with government, business, and industry that lead to resource development