

PAINE COLLEGE



**Strategic Plan
2026 - 2036**

"Preparation for Transformation"

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Letter from the President



Dear Paine Stakeholders and Supporters:

Existing since 1882 as an ideal of hope and community, Paine College continues to defy the odds as a cathedral of opportunity and shared community. While it has enjoyed a laudable history, it has also endured some historic challenges. Today, we stand at the dawn of new life.

Paine College is pleased to present PAINE 2036: Preparation for Transformation, a ten-year comprehensive strategic plan that will transform Paine from a local liberal art college into a world-class HBCU, cultural center and nationally significant liberal arts university of 1500 undergraduates and 250 graduate students by the year 2036. During a decade of deliberateness commencing in 2026 and concluding in 2036, PAINE 2036 will guide the intentional institutional linkage of academic innovation, enrollment growth, student success, campus infrastructure improvements and fundraising to an unwavering commitment to best-in-class operational excellence and historic innovation.

Accreditation, curriculum, faculty development, technology, infrastructure, student experience, fundraising, finance, and branding shall be treated as one integrated system, with the Divisions of Advancement and Finance and Administration providing the engine that powers PAINE 2036. This unified framework positions Paine to triple its economic impact, elevate its national standing, and secure a vibrant, mission-driven future as a leading HBCU.

We invite you to roll up your sleeves and join us as we transform this historic small college into a globally significant HBCU that redefines HBCU excellence and innovation.

Kindest regards,

Lester Agyei McCorn, Ph.D., D.Min.
President

Letter from the Chairman of the Board of Trustees

A Message to Our Stakeholders

Dear Paine College Family, Alumni, Donors, Students, Faculty, Staff, and Friends,

On behalf of the Board of Trustees, we are honored to present the Paine College 2036 Strategic Plan—a bold vision that will guide our institution over the next decade as we build upon our historic legacy while preparing for an even stronger future.

For more than 140 years, Paine College has transformed lives through faith, academic excellence, service, and opportunity. Today, we stand at a pivotal moment in our history. Recent achievements—including reaffirmed accreditation, strengthened financial stewardship, expanded partnerships, renewed campus investment, and increased student success—reflect what is possible when our community unites around a shared purpose. These milestones provide a strong foundation for the future we are committed to building together.

The Paine 2036 Strategic Plan represents the collective voices and aspirations of our stakeholders and establishes a clear path for sustainable growth through four strategic pillars:

- Institutional Excellence
- Faith and Equity Leadership
- Transformative Community Impact
- Championship Athletics and World-Class Arts

Together, these priorities will strengthen our institution, enrich the student experience, expand our impact, and prepare graduates to lead with integrity, purpose, and excellence.

As the Board of Trustees, we remain committed to providing strong governance, responsible stewardship, and strategic leadership in partnership with President Dr. Lester A. McCorn, the administration, faculty, staff, alumni, and friends of the College. Together, we will continue making thoughtful investments that position Paine College for long-term success.

The success of this plan depends on all of us. Whether through mentorship, philanthropy, advocacy, volunteerism, or simply sharing the Paine story, every member of our community plays a vital role in advancing our mission.

As we look toward 2036, we do so with faith in God, confidence in our purpose, and optimism for generations to come. Together, we will strengthen Paine College's legacy while preparing transformational leaders who will make a lasting difference in the world.

Thank you for your continued partnership and belief in the future of Paine College. Forward Together. Forever PAINE.

With sincere appreciation,

Attorney Michael L. Thurmond, '75
Paine College Chairman of the Board of Trustees

Paine 2036: Preparation for Transformation



VISION

By 2036, Paine College will be a nationally recognized Christian HBCU that transforms lives through academic excellence, student success, servant leadership, and community impact—preparing graduates to lead, innovate, and serve in a global society.

MISSION STATEMENT

The mission of Paine College is to be a community of learners and practitioners committed to providing a globally competitive liberal arts education that produces scholars, servant leaders, and social change agents for the world.

CORE VALUES

- **Faith and Integrity** – Guided by Christian principles and moral courage, we pursue truth with integrity in all endeavors.
- **Intellectual Curiosity** – We inspire lifelong learning, critical inquiry, and creative expression.
- **Service oriented** – We build a compassionate, inclusive community committed to service, justice, and equity.
- **Excellence and Innovation** – We uphold the highest academic and professional standards while advancing innovation for global good.
- **Heritage and Leadership** – We honor our historic legacy as an HBCU while preparing new generations of leaders for the world.
- **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.

Paine College plans to develop several visionary facilities and programs to enhance its academic and cultural offerings in the near future.

Integrated Science Innovation Center

As the world becomes more technologically driven, Paine is preparing for the reality. During the 2025-2026 Academic Year President McCorn mandated that the College create opportunities for Paine to enter the cybersecurity field.



By 2036, Paine College will have secured external funding for a new Comprehensive Science Laboratory Building to offer cutting-edge research labs, instrumentation suites, and interdisciplinary classrooms to advance STEM education and undergraduate experimentation. It will be an interdisciplinary facility to help create the next generation of scientific scholars and corporate researchers.



Paine College Honors Program

By 2030, Paine will establish a more comprehensive Honors Program to support high achieving students and visiting scholars. It will provide research-based programming and leadership development through partnerships with organizations such as the National Association of African American Honors Programs (NAAHP). It will also advance the institutional goals of achieving major prizes (i.e., Luard Scholarship, Fullbright, Marshall).

Business Instruction Hub

The School of Business and Professional Advancement will provide a world-class facility, equipped with modern trading tickers, simulation labs, and collaborative spaces tailored for commerce instruction, internships, and entrepreneurship training. It will also include community spaces to support minority owned (women, veterans, etc.) businesses.

Hispanic Living Learning Communities

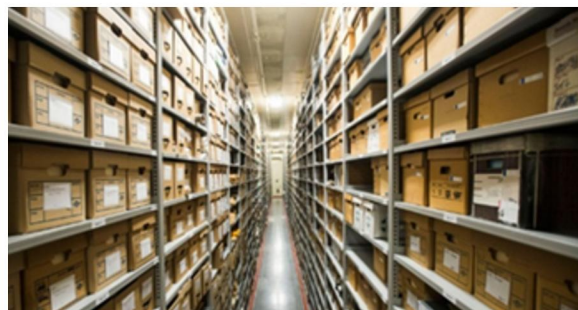
By Fall 2027, Paine will host two Hispanic Living and Learning Communities (gender-based) populated by Hispanic and African American students with a goal of increasing cultural competency. Students will engage in research-based programming facilitated by a community leader.



Paine College Performing and Cultural Arts Center

By 2036, Paine will become a thriving center of cultural awareness with plans to build a state-of-the-art multidisciplinary facility that will house the visual and performing arts. This building will become a vibrant contributor to the Augusta area art scene. It will serve as the performance and academic home of three amazing entities (Paine Jazz Players, Paine College Choirs, and Paine Symphonic Orchestra).

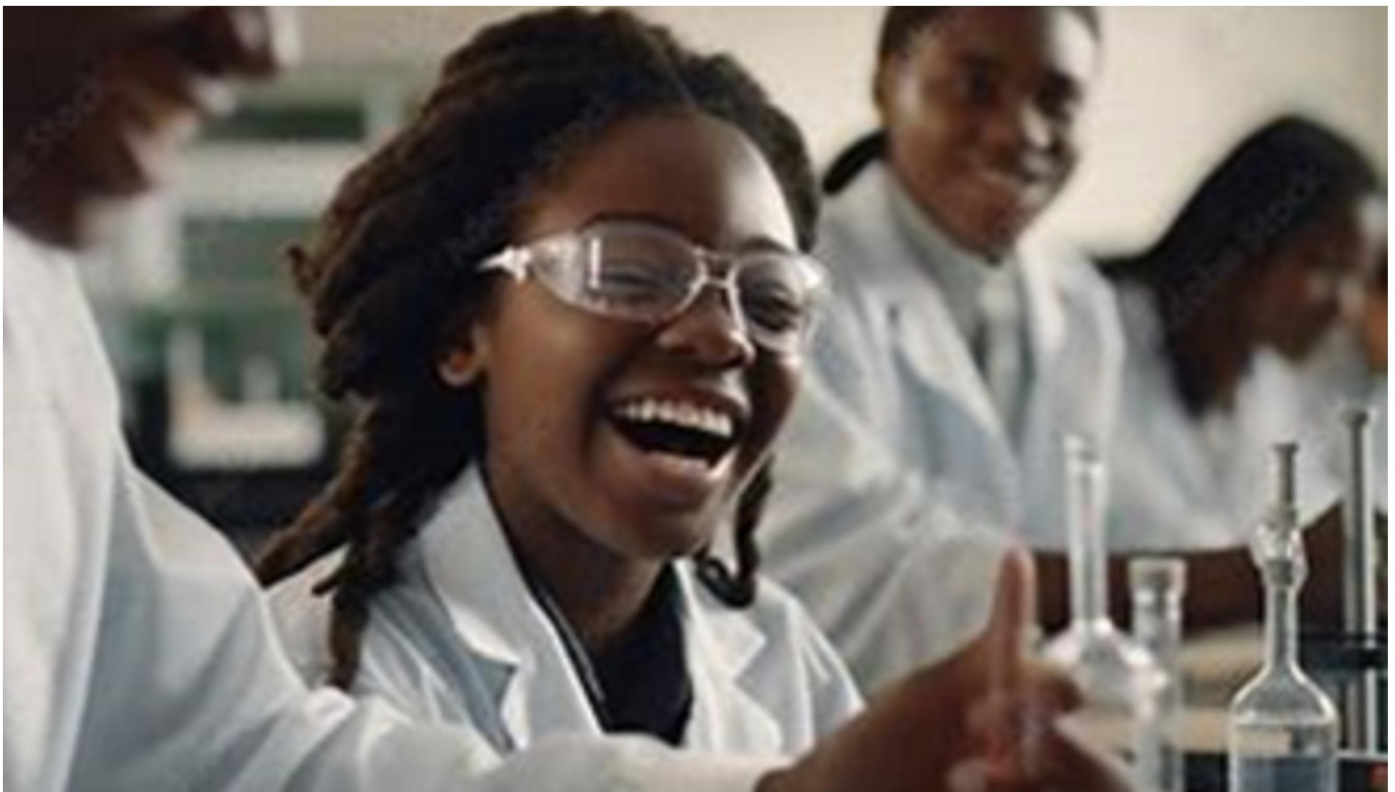
This new facility will also house the Paine Museum for Historical Exhibits, Institutional Archives for the Preservation of Records, Visual and Performing Arts Center, which will feature a gallery and studio for students and community artists. The center will also include a 500-seat theater, rehearsal halls, and acoustics-optimized space for music, drama, and dance. It is our desire that the center become a hub for hosting professional performances and student recitals.



Paine College Laboratory School:

1. Augusta STEAM Academy at Paine
2. Paine Global Primary School
3. Paine Early Childhood Education

Returning to its historic roots and responding to the market needs, PAINE will create a University Lab School with three divisions. Serving high school students grades 9 - 12 is Augusta STEAM Academy at Paine. Serving students in grades 1 - 8 is PAINE Global Preparatory School. Providing fundamental training is the Paine Earl Childhood Lab School. Created as a K-12 lab school under the School of Humanities, Social Sciences and Education, it will be an innovation center for teacher preparation with innovative curricula and Paine student mentoring. Paine College Laboratory School will become an International Baccalaureate (IB) program, joining a worldwide community of over 6,000 IB World Schools that equip students with future-ready skills tailored to their ambitions. It will have a focus on developing culturally relevant pedagogical strategies for teaching the STEM fields and developing language skills.



Strategic Plan Goals

Goal 1: Institutional Excellence

By 2036, establish Paine College as a model of academic excellence, operational effectiveness, and financial sustainability through innovation, accountability, and continuous improvement. This goal will be realized in outstanding student success, faculty achievement, and global recognition among the top 20 Historically Black universities and the top 100 national liberal arts institutions.

Goal 2: Faith and Equity Leadership

By 2036, Paine College will be a national model for faith-centered education and equity leadership—producing scholars, innovators, and servant leaders who live out the principles of Christianity by improving lives, advancing justice, and strengthening communities locally and globally.

Goal 3: Transformative Community Impact

By 2036, Paine College will be a national exemplar of HBCU–community partnership, fostering innovation, inclusion, sustainable growth, and environmental responsibility through dynamic collaborations across the Central Savannah River Area (CSRA) and beyond. Paine will triple its 2024 economic impact from \$13 million to \$40 million, serving as a catalyst for shared prosperity while advancing ecological sustainability.

Goal 4: Championship Athletics and World Class Arts

By 2036, Paine College will be recognized as a premier center for creative expression and athletic distinction—showcasing the talents, discipline, and moral vision of the African American liberal arts tradition while preparing students for success in life, leadership, and competition.

Goal One: Institutional Excellence

By 2036, establish Paine College as a model of academic excellence, operational effectiveness, and financial sustainability through innovation, accountability, and continuous improvement. This goal will be realized in outstanding student success, faculty achievement, and global recognition among the top 20 Historically Black universities and the top 100 national liberal arts institutions.



Student Excellence

Deliver an integrated, transformative student experience emphasizing faith, leadership, wellness, and career readiness.

Key Performance Indicators

- By 2028, reduce the number of matriculated students with extraordinarily high student credit hours
- By 2027, implement a four-year residential model with mentoring and themed living-learning communities.
- By 2028, launch four-year career exploration pathway expanding internships and graduate preparation.
- By 2028, implement a technology-based intrusive academic advising and early alert system that provides real-time monitoring to a centralized team.
- By 2028, ensure 75% of student population participate in one or more extracurricular activities.
- By 2030, 50% of student population shall be engaged in internships or research opportunities during the Summer.
- By 2030, increase first year retention rate to 90% or higher.
- By 2030, achieve 60% post-graduation placement rate within six months.
- By 2030, increase student engagement and leadership through participation in organizations, service, and ministry by 25% over baseline.
- By 2030, increase the median grade point average of students participating in Greek life.
- By 2036, increase the number of academic honor societies on campus per academic unit.
- By 2036, achieve 85% graduation rate.
- By 2036, increase the number of valedictorians and salutatorians in the first year class.
- By 2036, increase the number of students accepted into doctoral health science programs.
- By 2036, reduce the average student loan indebtedness by 25% over 2025-2026 baseline.
- By 2036, increase the number of students engaged in international study to at least 20% of student population.
- Strengthen wellness programs, academic advising, and dedicated support services for students with disabilities and special needs.
- Enhance multicultural programming, with targeted expansion to serve Hispanic and international students.



Student Excellence - Continued

Deliver an integrated, transformative student experience emphasizing faith, leadership, wellness, and career readiness.

Key Performance Indicators

- By 2036, increase # of students doing research in Summer.
- By 2036, increase # of students in Summer Internships.
- By 2036, increase # of students spending Summers at R1 institutions.
- By 2036, increase # of students spending Summer Abroad.





Curriculum Excellence

Reimagine academic offerings to ensure students graduate with in-demand skills, interdisciplinary insight, and global readiness.

Key Performance Indicators

- By December 2026, complete comprehensive curriculum review focusing on relevance, rigor, and retention (e.g., critical thinking, negotiation, financial literacy, digital fluency).
- By 2027, redesign first-year core for identity formation, writing communication, and civic leadership.
- By December 2027, launch predictive analytics to align scheduling and course inventory with student persistence data.
- By 2027, introduce new programs aligned with market and mission needs in: Cybersecurity, Public Policy, Forensic Psychology, and Education Policy.
- By 2028, change name of institution to Paine College pending move into graduate education.
- By 2028, establish short-cycle credentials and certificates (micro-credentials) meeting workforce and community needs.
- By 2028, launch the Paine College Honors Program.
- By 2029, expand curriculum inventory to launch interdisciplinary, market-responsive baccalaureate programs in health sciences, including nursing and public health.
- By 2029, complete feasibility analysis and organization processes for Paine College Laboratory School.
- By 2030, complete establishment of baccalaureate programs Nursing, Health Sciences, Environmental Sciences and Religion.
- By 2030, complete establishment of interdisciplinary graduate programs in American Studies, Healthcare Management, and Leadership.
- By 2032, establish 10 Master's degree programs.
- By 2032, establish 20 Baccalaureate degree programs.
- By 2032, establish 10 Associate programs.
- By 2032, establish 10 Certificate programs.
- By 2036, introduce Hospitality and Sports Management and an MBA.
- Maintain 120-credit-hour undergraduate degrees where feasible.



Faculty

Recruit, develop, and retain a diverse and accomplished faculty who model Christian scholarship, cross-disciplinary innovation, and student mentorship.

Key Performance Indicators

- By 2027, modernize faculty policies to reflect standards of premier liberal arts institutions.
- By 2027, conduct comprehensive faculty lifecycle and expertise assessments.
- By 2028, 75% of full-time faculty shall hold terminal degrees.
- By 2030, achieve parity of average faculty salaries with Black College Fund peer medians.
- By 2030, ensure 80% of faculty hold terminal degrees; by 2036, 50% of those from top 100 universities.
- By 2030, faculty research funding grows to at least \$25M annually through grants and partnerships.
- By 2035, 75% of faculty shall hold terminal degrees from top 100 national universities.
- By 2036, achieve top-tier salary and tenure benchmarks among peer HBCUs.
- By 2036, faculty publication and presentation in national associations increase by 50% over 2026 baseline.
- By 2036, faculty leadership in national discipline based organizations shall increase by 25% over AY 2025-2026 baseline
- By 2036, faculty shall secure \$50M annually in funded research.



Physical Infrastructure and Campus Safety

Develop a sustainable, beautiful, and technologically advanced campus that supports academic innovation and community engagement.

Key Performance Indicators

- By 2027, Convert Old Business Building into the new Paine Welcome and Matriculation Center
- By 2027, add access control devices to campus
- By 2028, Convert Candler Building into world class Cybersecurity Hub
- By 2028, complete fencing on Laney Walker side of campus
- By 2028, demolish old Math Building on Laney Walker
- By 2028, relocate Campus Safety parking to make space for Paine Welcome and Matriculation Center
- By 2028, Restore Chapel chimes
- By 2028, renovate the McGinnis Building as the permanent home for the Paine Honors Program
- By 2029, increase on-campus residence capacity to 500 students



Physical Infrastructure and Campus Safety - Cont'd

Key Performance Indicators

- By 2030, design and construct new Business and Professional Advancement School
- By 2036, increase institutional housing capacity to 1000 students
- By 2036, Construct a comprehensive Science and Health Sciences complex
- By 2036, secure funding to build a best in class home for the Paine College Performing and Cultural Arts Center that includes a Paine Museum, College Archives and Center for the Visual Arts.
- By 2036, maintain a cycle of renovation for all residence halls, integrating study and community spaces.
- By 2036, upgrade all faculty offices.



Digital Transformation

Leverage data, analytics, and technology to enhance learning, operations, and decision-making.

Key Performance Indicators

- By 2027, implement institutional analytics and data warehouses for enrollment and retention tracking.
- By 2030, achieve full hybrid learning capability and improved device-to-user ratios.
- By 2030, complete a master plan integrating IT modernization and sustainability goals.
- By 2036, eliminate all paper-based administrative processes.





Enrollment Growth

Build a vibrant, mission-aligned student population by increasing access, academic preparation, and representation.

Key Performance Indicators

- By 2028, convert Business Building into the new Paine Welcome Center.
- By 2028, increase applications and first-choice selections by 25% annually.
- By 2028, increase the number of campus tours by 25% above 2025-2026 baseline.
- By 2030, increase the number of campus tours by 50% above 2025-2026 baseline.
- By 2036, grow enrollment to 1,500 undergraduate, 250 graduate, and 250 online students.
- By 2036, expand recruitment pipelines via partnerships with TRACS institutions, HBCUs, and international liberal arts partners.
- By 2036, increase technology budget for admissions and recruitment.
- By 2036, create performance incentives for recruiting team.
- By 2036, hire a specialist in Hispanic recruiting.
- By 2036, expand the team of recruiters.
- By 2036, expand the Office of Analytics and Accreditation to increase data usage in enrollment management.
- By 2036, increase # of Alumni progeny.
- By 2036, increase # of Pell eligible students.

PAINE 2036: Enrollment Growth Plan

	Year	Projected Headcount	Annual FTE Growth %	Race Black/Hispanic/Other
Baseline	Fall 2025	313 (Actual)	Baseline	78/20/2
1	Fall 2026	400	27.7%	78/20/2
2	Fall 2027	480	20%	75/23/2
3	Fall 2028	576	20%	75/23/2
4	Fall 2029	792	20%	73/25/2
5	Fall 2030	950	20%	73/25/2
6	Fall 2031	1140	20%	70/28/2
7	Fall 2032	1254	10%	70/28/2
8	Fall 2033	1389	10%	70/28/2
9	Fall 2034	1527	10%	70/28/2
Target	Fall 2035	1500	Capped	70/28/2
Target + 1	Fall 2036	1500	Capped	70/28/2



Fundraising Growth

Establish a mature, relationship-driven advancement enterprise that sustains Paine's growth and independence.

Key Performance Indicators

- By 2027, upgrade comprehensive fundraising structure.
- By 2027, enhance the Annual Fund, and launch major/principal gifts programs.
- By 2027–2028, complete feasibility and silent phases of a capital campaign.
- By 2030, grow alumni participation to 25%; corporate giving by 30%; trustee giving by 25%; employee giving by 40%.
- By 2030, secure funding to commence construction on a Cybersecurity Hub and Interdisciplinary Science Laboratory Building.
- By 2030, secure funding to commence construction on a new home for the School of Applied, Natural and Health Sciences.
- By 2034, secure funding to construct a 500 bed residence hall(s).
- By 2036, secure funding to build a home for the School of Business and Professional Advancement.
- By 2036, achieve 33–45% alumni giving rate and \$40M endowment.
- Fund named scholarships, endowed chairs, and major facility projects (e.g., Science, Business, and Cultural Centers).



Fiscal Stewardship

Ensure long-term fiscal health through transparency, diversification, and prudent management.

Key Performance Indicators

- By 2030, maintain constant growth with the endowment.
- By 2030, achieve timely and clean audits.
- By 2030, maintain prudent cash management.



Globalization

Advance Paine's global presence by integrating international engagement, language learning, and cross-cultural programs.

Key Performance Indicators

- By 2030, all campus signage shall be presented in two or more languages
- By 2036, establish global exchange partnerships.
- By 2036, increase global perspective of curriculum.
- By 2036, elevate strategic communications to a global perspective.
- By 2036, 10% of Paine students to have studied abroad, participated in international internships, and research/experiential exchange.



Accreditation and Elevated Institutional Identity

Elevate Paine's brand as a premier HBCU liberal arts institution distinguished by faith, leadership, academic excellence, and community impact.

Key Performance Indicators

- By June 30, 2026, achieve reaffirmation of accreditation with TRACS.
- By December 31, 2026, complete feasibility study and plan toward Higher Learning Commission (HLC) accreditation.
- By 2027, launch global branding and communications strategy.
- By 2027, maintain full institutional compliance across all regulatory and accrediting bodies.
- By December 31, 2027, place academic programs on pathways toward discipline-specific accreditation where appropriate.
- By 2030, demonstrate increases in national media visibility, rankings, and recognition.
- By 2036, expand student participation in national scholarships (Goldwater, Luard, Fulbright, Rhodes, etc.) by 50%.
- By 2036, track annual gains in digital engagement, brand awareness indices, and partnership visibility.



Governance

By 2036, Paine College will become a data-informed cultural enterprise with a sophisticated analytics and governance structure, policies and practices to make Paine a premier HBCU liberal arts institution distinguished by faith, leadership, academic excellence, and community impact.

Key Performance Indicators

- By 2027, fully staff the Office of Analytics and Accreditation.
- By 2026, align Trustee number and categories to best practice.
- By 2026, update Trustee membership to align to by-laws requirements.
- By 2027, increase collective Trustee annual gift amount.
- By 2027, implement a five year scheduling calendar of Board Meetings and biennial retreats.
- By 2027, update Trustee policies and procedures to align with Association of Governing Boards (AGB) standards.
- By 2027, align the institutional budget to strategic plan priorities.
- By 2028, hold second biennial Trustee and Administration retreat.
- By 2030, hold third biennial Trustee and Administration retreat.
- By 2030, increase average Trustee donation 25% above 2025 - 2026 baseline.
- By 2032, hold fourth biennial Trustee and Administration retreat.
- By 2034, hold fifth biennial Trustee and Administration retreat.



Goal Two: Faith and Equity Leadership

By 2036, Paine College will be a national model for faith-centered education and equity leadership—producing scholars, innovators, and servant leaders who live out the principles of Christianity by improving lives, advancing justice, and strengthening communities locally and globally.



Faith Formation & Ethical Leadership

Foster spiritual, moral, and civic learning integrated throughout academic, co-curricular, and community life in alignment with Paine's Methodist heritage.

Key Performance Indicators

- By 2027, establish a Center for Christian Ethics and Civic Responsibility to coordinate faith-based scholarship, community partnerships, and service-learning.
- By 2030, 90% of students will participate in annual ethics, spiritual development, or civic engagement programs.
- By 2030, develop an integrated faith and ethics curriculum across disciplines emphasizing moral reasoning, service, and global citizenship.
- By 2036, Paine students and alumni earn regional or national recognition for ethical leadership and community engagement.



Advocacy & Social Impact

Prepare graduates to lead in advancing justice and equity while strengthening Paine's role as a catalyst for social transformation within the HBCU tradition.

Key Performance Indicators

- By 2028, partner with other HBCUs, TRACS institutions, and civic organizations to host an annual Faith and Justice Forum.
- By 2030, launch a Paine Equity Leadership Fellows program engaging students in research and advocacy projects on education, health, and economic equity.
- By 2030, increase student and faculty participation in service-learning and community-based research by 50% over 2026 baseline.
- By 2036, document measurable regional impact of service and advocacy partnerships (e.g., policy contributions, nonprofit collaborations, community health outcomes).



Cultural Expression

Celebrate creative and cultural expression as a form of spiritual practice and social change, connecting liberal arts learning with community enrichment.

Key Performance Indicators

- By 2026, formally integrate visual and performing arts into the general education core and student life programming.
- By 2030, establish the Paine College Performing and Cultural Arts Center as a signature campus and community institution.
- By 2036, host annual regional arts and culture festivals in collaboration with HBCUs and international partners.
- By 2036, increase annual participation in arts-based service, exhibitions, and performances by 15% year over year through 2030.



Community Engagement

Strengthen institutional connections with Augusta and global partner communities through faith-driven service, civic leadership, and experiential learning.

Key Performance Indicators

- By 2027, all undergraduate students complete at least one credit-bearing community-engaged learning experience before graduation.
- By 2036, sustain over 20 active community partnerships addressing local and global needs in education, health, and social justice.





Goal Three: Transformative Community Impact

By 2036, Paine College will be a national exemplar of HBCU–community partnership, fostering innovation, inclusion, sustainable growth, and environmental responsibility through dynamic collaborations across the Central Savannah River Area (CSRA) and beyond. Paine will triple its 2026 economic impact from \$13 million to \$40 million, serving as a catalyst for shared prosperity while advancing ecological sustainability.



Alumni Engagement

By 2036, Paine College will develop a sophisticated, technology driven alumni engagement plan that strengthens their affinity for Paine.

Key Performance Indicators

- By 2027, Paine University will fully staff a Office of Alumni Engagement.
- By 2036, Paine University will be an exemplar among HBCUs in providing comprehensive services to alumni and former students.
- By 2036, Paine University will provide an assortment of professional development opportunities that work to enhance the fiscal strength of alumni.
- By 2036, Paine University will provide regular international travel opportunities for alumni to enhance the culture capital of alumni.



Strategic Partnerships

Build enduring partnerships with local, regional, and global stakeholders—including employers, school systems, government agencies, environmental organizations, and other higher education institutions—to expand educational, professional, civic, and sustainability opportunities.

Key Performance Indicators

- By 2030, increase experiential learning placements (internships, externships, clinicals, co-ops) by 50% over 2026 baseline.
- By 2036, establish or renew at least 15 formal Memoranda of Understanding (MOUs) with community, corporate, educational, and environmental partners.
- By 2036, achieve a 90% partner satisfaction rate through collaborative assessments encompassing sustainability metrics.



Economic Impact

Maximize Paine's role as an anchor institution driving regional innovation, workforce development, quality of life improvements, and sustainable practices in the CSRA.

Key Performance Indicators

- By 2036, achieve a \$40 million measurable economic impact, tripling the 2026 baseline, with documented carbon reduction contributions.
- Maintain an annual economic and environmental impact report documenting employment, supply chain, construction contributions, and sustainability achievements.



Neighborhood & Regional Development

Promote equitable community development and environmental sustainability through neighborhood revitalization, public infrastructure partnerships, inclusive housing initiatives, and green space preservation.

Key Performance Indicators

- By 2030, support development of market-rate and affordable housing near campus and the medical district with green building standards.
- By 2036, establish a "Paine Corridor" neighborhood improvement zone advancing safety, health, civic pride, and environmental resilience.
- Increase Paine's participation in city and regional planning boards, neighborhood associations, and sustainability councils.
- Monitor annual community well-being metrics (housing, economic mobility, neighborhood vitality, environmental quality).



Goal Four: Championship Athletics and World Class Arts

By 2036, Paine College will be recognized as a premier center for creative expression and athletic distinction—showcasing the talents, discipline, and moral vision of the African American liberal arts tradition while preparing students for success in life, leadership, and competition.



Cultural Leadership

Position Paine as a cultural hub for the performing, visual, and literary arts through academic excellence, community partnerships, and interdisciplinary innovation.

Key Performance Indicators

- By 2027, integrate performing and visual arts across the general education curriculum and co-curricular activities.
- By 2030, Paine College will launch – the Paine Jazz Players, an original student jazz band.
- By 2030, launch the Paine College Performing and Cultural Arts Center and expand collaborations with peer HBCU arts programs.
- Increase student participation in arts-related courses, performances, and exhibitions by 15% annually through 2030.
- Secure regional and national awards for creative achievement by Paine students and faculty.





Championship Athletics

Build a championship-caliber athletic program grounded in academic excellence, sportsmanship, and holistic student success.

Key Performance Indicators

- By 2027, implement an Athletics Academic Success Plan linking athlete advisement, tutoring, and wellness services.
- Achieve student-athlete graduation and retention rates equal to or higher than the total student body by 2030.
- Expand participation in intramural and recreational sports by 25% by 2030.
- By 2036, earn conference or national titles in at least five varsity sports.
- By 2036, increase athletic program donor support by 50% over 2026 baseline.



Holistic Student Engagement

Promote student success through arts, athletics, leadership, and wellness, creating a learning environment rooted in belonging and resilience.

Key Performance Indicators

- Improve 4- and 6-year graduation rates and first-year retention rates annually.
- By 2036, maintain >50% graduation rate and >60% six-month post-graduation placement rate.
- Increase participation in leadership, service, and co-curricular programs by 20% over 2026 baseline.
- Track annual improvement in wellness, mental health, and campus climate survey measures.



Trustees of Paine College

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Dr. Lester G. Jackson, Vice-Chair

**Rev. Reginald G. Barnes, Sr., General Board of Personnel Services, Inc.
CME Church**

Attorney Barbara E. Bouknight

Rev. James Cason, Retired UMC Pastor

Dr. Lenalda R. Corley

**Bishop Robin Dease, Resident Bishop, North Georgia Conference
of the UMC Church**

Attorney Sharon Doanes-Bergin

Dr. Terry Elam

Mr. W. L. "Butch" Gallop, Jr.

Mr. J. R. Henderson

Dr. Charles G. Larke

Mr. Melvin W. Lindsey

**Rev. Dr. Adam M. Roberts, UM Commission on Higher Education
and Campus Ministry**

**Rev. Dr. Beth E. Sanders, South East District Superintendent, North
Georgia Conference UMC**

Mrs. Jacquelin I. Scott

Dr. Victor Taylor

Rev. John Thompson

Bishop J. B. Walker, Presiding Prelate, Sixth Episcopal Church, CME

Rev. Jerry D. Woodfork, Sr.

Mr. Derrick Gross, President, Paine College National Alumni Association

Dr. Elias E. Etinge, Faculty Representative

Mr. Panashe Mukumba, Student Representative

Officers of Paine College

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President

Tywana Hemby, Ph.D.
Provost & Executive Vice President for Academic Services

Willie M. Hughey, MBA
Interim Vice President for Finance and Administrative Services

William (Teddy) McDaniel, III
Vice President for Institutional Advancement

Ala'Torya V. Cranford, Ph.D.
Vice President for Student Success

Rev. Luther B. Felder, II
D.Min., Campus Pastor

Strategic Planning Committee

Chairman - Walter T. Tillman Jr., Ph.D.

Vice Chairperson - Symphoni M. Wiggins

Francis Agbemade, Ph.D.

Willie M. Hughey, MBA

Za'Niyah Baxter '26

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Helene T. Carter

Makayla D. Jordan '27

Elias E. Etinge, Ph.D

Charleston C. Lee '22

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Gather Lewis

William "Teddy" McDaniel, III



Paine College Centers of Excellence Initiative

EXECUTIVE SUMMARY

Transformed for Preeminence: Innovation, Academic Excellence, Social Justice, and Holistic Formation

Paine College stands at a defining moment - one that calls not for incremental adjustment, but for bold, visionary transformation. In an era marked by rapid technological change, widening economic inequality, and persistent disparities in education and health, institutions of higher learning must reclaim their role not merely as transmitters of knowledge, but as architects of opportunity and agents of social renewal. Rooted in its historic mission - Truth, Rejoicing in Hope - Paine College proposes establishing an integrated system of Centers of Excellence to reposition the institution as a national model for **faith-informed, justice-centered, and innovation-driven higher education**.

The initiative is grounded in a clear conviction: that education must serve the full development of the human person and the transformation of society. Drawing upon the rich intellectual and theological traditions of the Black Church and Social Gospel - particularly the vision of the Beloved Community articulated by Martin Luther King Jr. - this proposal advances a model of higher education that integrates intellectual rigor, moral formation, economic empowerment, and civic responsibility through the formation of leaders equipped to build more just and equitable communities.

At the center of this transformation is the creation of **eleven (11) Centers of Excellence**, each designed as a multidisciplinary hub that integrate academic programming, applied research, experiential learning, and community engagement, while also generating sustainable revenue. These Centers are not isolated initiatives; rather, they function as an interconnected ecosystem that aligns the College's academic mission with regional economic opportunities, national workforce demands, and global challenges. The Centers are aligned with the Strategic Plan of Paine College, more specifically, **Goal #1: Institutional Excellence**.

By 2036, establish Paine College as a model of academic excellence, operational effectiveness, and financial sustainability through innovation, accountability, and continuous improvement. This goal will be realized through outstanding student success, faculty achievement, and global recognition as one of the top 20 Historically Black universities and the top 100 national liberal arts institutions.

Paine College Centers of Excellence

The Center for Ethical Leadership, Civic Engagement, and Racial Justice, which will serve as the moral and civic anchor of the institution, cultivating leaders committed to justice and democratic participation. (*Candler Library*)

The Center for Faith and Learning, advancing theological education and public leadership grounded in faith traditions. (*Gilbert - Lambuth Chapel*)

The Center for Innovation, Digital Technology, AI, and Media Arts, positioning Paine College at the forefront of technological transformation. (*Collins-Callaway Library*)

The Center for Performing and Cultural Arts, preserving and advancing the artistic traditions that shape cultural identity. (*New Construction on Druid Park and Central Avenue*)

The Center for STEM, Cybersecurity, and Health Sciences Excellence, a cornerstone initiative integrating high-demand fields to address workforce shortages and health disparities. (*Mary Helm Hall*)

The Center for Holistic Health and Wellness/YMCA, expanding access to physical, mental, and community health resources. (*HEAL Complex extension*)

The ADP Center for Entrepreneurship, Business, Career, and Workforce Development, driving economic mobility and business innovation. (*Business Building*)

The Center for Hospitality, Tourism, and Culinary Arts, aligned with Augusta's global tourism economy. (*Peters Campus Center*)

The Center for Literacy, Writing, Composition, and Spoken Word, strengthening literacy, intellectual and creative expression. (*Yerby House*)

The Center for Golf Education and Retail Management, including a golf simulator and a fully operational pro shop that integrates sports management, retail, and experiential learning. (*Former Wife Savers Building*)

The Center for Teacher Education and Charter School Innovation, reestablishing Paine College as a leader in educator preparation while directly addressing K-12 educational inequities through a laboratory charter school model. (*Epworth Hall*)





THE PAINE COLLEGE HYMN

Mr. Frank Yerby, '37 and Mr. Mark Fax

***O College of our
heart's desire,
resplendent in our gaze,
Awake in us thy sacred fire
and let us to thy truth aspire
throughout the coming days.
And may the thing that thou
hast sought, our nation's
woeful lack,
True union of the
heart be brought
and differences be
set at naught
between the white and black.
Paine College,
guardian of the way
that each young foot
must tread,
Thy gates are open to this day
and our firm,
martial strides display
hearts clean and unafraid.***



