|  |  |  |  |
| --- | --- | --- | --- |
| 2013- 2018  Strategic Plan Goal | Focus Areas | Action Steps  Year’s Progress  2014/2015 | Flame Results |
| Goal 1- Offering an educational opportunity for gifted students who may have limited resources and academic experience but unlimited potential for leadership in the church and society.   * 1. Provide a comprehensive interdisciplinary education that emphasizes academic excellence and encourages growth for 100% of our students.   Staff Responsibility: Vice President Academic Affairs, Faculty, Associate Dean/Director of Student Success, Title III Program     * 1. Recruit, enroll, educate and graduate promising students in degree areas that result in an innovative, distinctive, and high-quality education that inspires enthusiasm for professional, managerial, service and social justice leadership.   Staff Responsibility: Vice President Academic Affairs, Faculty, Director of Recruitment, Associate Dean/Director of Student Success, Title III Programs   * 1. Create competence in the practice of active welcoming, student advocacy, cultivating a culture of student customer service resulting in transformative learning experience, academic success for 100% of our students   Staff Responsibility: Vice President of Student Affairs; Associate Dean/Director of Student Success, Title III Programs   * 1. Use Technology to further enhance the effectiveness of teaching, learning, scholarship and data gathering   Staff Responsibility: Vice President Academic Affairs; Associate Dean/Director of Student Success, Title III; Director of Campus Technology; Director of Institutional Research; Admission Officer   * 1. Maximize the effectiveness of the Office of Academic Support, their primary functions being to provide guidance and instruction to 100% of our students in pursuit of academic success and personal development   Staff Responsibility: Association Dean/Director of Student Success and Title III Programs, and full-time faculty, Director of Library Services   * 1. Increase scholarship and financial aid opportunities for students including international students to study at ABC   Staff Responsibility: Director of Recruitment; Director of Financial Aid, Business Manager | 1.1 Expand the resources of the Office of Academic Support   * 1. Enrich teaching-learning experiences by providing compelling academic support to new and continuing students      * 1. Establish and maintain institutional structures and processes that promote and support academic excellence      * 1. Utilize enrollment management and student services assessment plans and tools   2. Expand the concept of what it means as teacher and student “to act justly, to love mercy, and walk humbly with one’s God”   Strengthen the T. L. Holcomb/Susie McClure Library holdings, enhance the college library’s physical space  1.6 Combine financial aid and scholarship packages for college affordability and decrease student debt. |  |  |
|  |  |  |  |
| 2. Resourcing the College’s inter-disciplinary educational mission by building student capacity for addressing important social problems facing society and making an ABC education accessible and affordable  2.1 Access the Vision 100 Student awards program annually to review target goals for incoming students who are first generation college attendees or who have an interest in social justice entrepreneurship.  Staff Responsibility: Director of Recruitment; Director of Student Financial Aid, Business Manager, Registrar  2.2 Expand the school’s geographic outreach to students in areas where the college’s educational opportunity is attractive  Staff Responsibility: Director of Recruitment, Director of Financial Aid, Business Manager, Registrar  2.3 Strengthen academic quality and improve support for students, requiring students to complete a community service project, resulting in effective living, learning, service and academic success  Staff Responsibility: Associate Dean/Director of Student Success, Title III Programs; Assistant to the Director, Title III Programs, Director of Health and Wellness Center  2.4 Continue the ongoing assessment of student technology needs as it relates to student living and learning, expansion of library facility and equipment, space utilization  Staff Responsibility: Vice President for Academic Affair Director Library Services, Director of Technology | 2.1 Increase scholarship awards to 50% of student population;  2.2 Further ongoing enhancement for recruitment and retentions:  FTE Fall 2015- 250  FTE Fall 2016- 300  FTE Fall 2017- 350  2.3 Provide continuing tutoring, counseling, and student service programs designed to improve academic success  Continue utilizing metrics and quantitative indicators to track academic progress  Establish a behavioral health and wellness program to benefit the holistic development of students  2.4 Expand student and improve living and learning spaces on campus |  |  |
| 2.5 Continue studying the physical appearance of the campus and buildings and to plan for its operation, maintenance, growth and beautification  Staff Responsibility: Vice President for Administration, Finance and Legal Affair, Assistant Vice President of Campus Life  2.6 Implement the campus-wide Master Plan, which maximizes building usage, land usage, and construction of an interactive Freedom Park, a series of Cumberland River Walkways, a Conference/Retreat  Staff Responsibility: Vice President of Administration, Finance and Legal Affair; Director of Institutional Advancement; Asst. Vice President for Campus Life  2.7 Continue to develop environmentally friendly yet aesthetically pleasing plans for developing and maintaining the College’s physical facilities, landscape and surroundings  Staff Responsibility: Asst. Vice President for Campus Life | 2.5 Complete facility upgrades and deferred maintenance  Leverage our official historic site recognition and designation  Conduct space assessment to evaluate campus buildings, roads, walkways, landscapes and parking  Conduct dialogue with Nashville-Davidson County government officials concerning plans for the development of the north river back of the Cumberland River, the Interactive Freedom Park  2.7 Complete Renovation of Griggs Hall |  |  |
| 3. To sustain and augment the recruitment, nurture, and retention of diverse faculty consisting of outstanding scholars and educators.  3.1 Facilitate the recruitment, development, and retention of highly motivated faculty who will teach and mentor students, preparing them for careers as servant-leaders in a broken world  Staff Responsibility: Vice President for Academic Affairs  3.2 Develop and implement a plan to recruit and retain faculty and improve faculty support, which results in achieving the ideal of excellence in graduate and under graduate education  Staff Responsibility: Vice President of Academic Affairs  3.3 Foster academic collaboration among faculty members  Staff Responsibility: Vice President of Academic Affairs  3.4 Increase the faculty’s understanding of the teaching and learning power of technology, maximizing effectiveness and efficiency  Staff Responsibility: Vice President for Academic Affairs  = | 3.1 Assess the faculty development needs of faculty  3.2 Establish faculty development programs in ways that enhance the quality of life within the ABC community  3.3 Continue the excellent orientation program that program that prepares and values all faculty members | . |  |
|  |  |  |  |
| 4. Implement and advance the College’s Fundraising and Capital Development Philosophy in order for ABC to sustain itself as a prominent, forward-thinking Historically Black College and University (HBCU)  4.1 Ensure a successful strategy that solidly develops ABC’s financial capacity, maintaining and enhancing the college’s commitment to excellence  Staff Responsibility: Office of the President, Vice President of Administration, Finance and Legal Affairs, Director of Institutional Advancement, Budget Manager, Business Manager  4.2 Sustain positive financial audit outcomes by executing an effective business model that emphasizes both revenue generation and investment management to fulfill our mission    4.3 Continue to improve efficiencies, reduce costs and manage the resources of the College in a fiscally responsible and highly accountable manner  4.4 Continue to pursue relationships with compatible and supportive financial institutions  Staff Responsibility: Vice President for Administration, Finance and Legal Affairs  4.5 Define, launch and implement a comprehensive advancement (development, marketing, external affairs, and branding) to increase philanthropic results, access to new students and ABC visibility  Staff Responsibility: Vice President for Administration, Finance and Legal Affairs | 4.1 Market ABC’s commitment to protecting and enhancing its positive image, brand and reputation  4.2 Align all fiscal operations with ABC’s core academic mission, balance budgets, and principals of good stewardship  4.3 Avoid budget deficit, achieve an annual budget surplus  4.4 Expand ABC financial banking relationship for fiscal planning and priority setting  4.5 Achieve $2.5 million of Phase II “Light the Flame for the Future” Capital Campaign Goal $14,000,000 |  |  |
| 5. Transforming education models at ABC through education technologies, online programs, and digital resources for students and faculty, facility expansion for digital learning  5.1 Ensure that implemented technology supports ABC’s teaching, learning, scholarship, community advocacy, outreach and social justice offerings  5.2 Offer students flexible and innovative technologies which help them develop as life-long learner  Staff Responsibility: Vice President of Academic Affairs  5.3 Identify and provide technological tools to support data-driven academic services, information sharing, and decision-making across all levels of the College  5.4 Enhance the information technology infrastructure and implement improvements that meet the College’s evolving needs for up-to- date hardware, software, applications, data and information security  Staff Responsibility: Vice President for Academic Affairs, Director of Technology; Vice President for Administration, Finance and Legal Affairs | 5.1 Assess, install and support campus-wide needs for information technology improvements and other technological advances  5.2 Provide adequate staff to ensure that systems, software and equipment remain responsive to the College’s needs  5.3 Maximize the use of the recently acquired student data tracking software (CAMS) to increase the consistency and efficiency of the data collection process  5.4 Provide ongoing acquisition recommendations, maintenance and support of learning technologies |  |  |