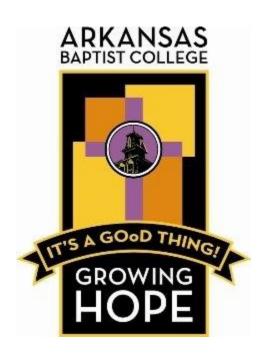# Arkansas Baptist College

Strategic Plan
2020 - 2023

Introduction

Arkansas Baptist College was founded by the Colored Baptists of the State of Arkansas Annual Convention in 1884 as the Minister's Institute. Three months later in November 1884, the school opened at Mount Zion Baptist Church in Little Rock, Arkansas. In April 1885, the school was renamed Arkansas Baptist College.

The Arkansas Baptist College Strategic Plan for 2020-2023 includes the visions of a wide variety of participants. The resulting document provides initiatives that seek both to strengthen and challenge the institution. The overriding goal of the plan is to make improvements at the College that will enhance the educational experience of the students who matriculate here.

Mission Statement. Arkansas Baptist College prepares students for a life of service grounded in academic scholarship, the liberal arts tradition, social responsibility, Christian Development and preparation for employment in a global community.

Vision Statement. Arkansas Baptist College seeks to become a leader in Christian based higher education where students are lifelong learners, seeking and building the Kingdom of God, engaged within their communities, and gain employment in industries that are changing the world.

Core Values. Arkansas Baptist College's Core Values are as follows:

- Mission Driven
- Historically Grounded
- Service Motivated
- Community Empowered
- Academically and Professionally Integrated
- Entrepreneurially Minded
- Fiscally Responsible

College Goals

Goal 1   *Spiritual Vitality.* Promote a Christ-centered, Baptist worldview.

Goal 2   *Educational Excellence.* Demonstrate academic excellence in teaching and learning.

Goal 3   *Nurturing Environment.* Facilitate a supportive environment that is sensitive to the needs of students and all other constituents.

Goal 4   *Operational Efficiency.* Ensure efficient service and resource management.

Goal 5   *Resource Development.* Provide sufficient financial resources to support all aspects of the institution.

Goal 6   *Institutional Relations.* Enhance the reputation and relationships of the institution.

Goal 7   *Technology Leadership.* Maintain a technologically progressive campus.

Approved by the Arkansas Baptist College Board of Trustees
Thursday, May 21, 2020

Arkansas Baptist College Strategic Plan 2020-2023
Action Plan

Table 1: Spiritual Vitality

Goal 1: Spiritual Vitality. Promote a Christ-centered, Baptist worldview.

Initiative	Strategies	Responsibility	Outcomes/Assessment
1.1 Strengthen the emphasis on outreach and service	a. Integrate faith and learning activities with service-learning projects. b. Develop and implement strategies to promote curriculum-based service learning.	Office of the Provost Academic Affairs	• At least 10% of students participate in two (2) or more service/outreach projects per year. • Students equipped with skills for service when they leave ABC.
	c. Develop and implement strategies to promote student-life based service learning. d. Pace visual aids on campus that remind students and employees of service (Christian Art).	Office of the Provost Student Affairs	

	e. Coordinate and facilitate service activities on campus through the Office of the Provost.
	f. Develop and implement strategies to promote community service for Arkansas Baptist College employees.
	g. Develop assessment measures to annually track and evaluate participation in service/outreach by employees and students
		Office of the Provost
		Academic Affairs
			• Student participation in service learning projects by 20% (10% increments per year through 2023)
			
			  o FA2020 = 0
			  o FA2021 = 10
			  o FA2022 = 11
			  o FA2023 = 12

1.2 Increase spiritual formation building activities	a. Increase the number of students attending weekly Chapel b. Implement and facilitate campus-wide Bible study utilizing small groups c. Identify and train small group leaders	Office of the Provost Academic Affairs Student Affairs	• At least 200 students participating on average in weekly Chapel by 2023 • At least 50% of graduating seniors indicate spiritual growth during matriculation at ABC. • At least 50 students participating in small group Bible studies by 2023.

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Table 2: Educational Excellence

Goal 2: Educational Excellence: Demonstrate academic excellence in teaching and learning.

Initiative	Strategies	Responsibility	Outcomes/Assessment
2.1 Establish partnerships in the areas of: • Instruction • Fundraising • Retention/Academic Advising • Community Relationships	a. Conduct workshops on collaborations b. Provide training in interdisciplinary instruction.	Office of the Provost Academic Affairs	• Total enrollment increase of 5% annually • Total increase in graduation rate of 2.5% annually
	c. Identify resources to write grants for Academic needs. d. Develop guidelines for Academic department fundraising activities.	Office of the Provost Academic Affairs Advancement	
	e. Reevaluate Retention/Academic Advising System f. Implement an Early Alert System g. Develop plans to implement more mentorship opportunities for students. h. Increase opportunities for internships. i. Strengthen/expand service opportunities and relationships	Office of the Provost Academic Affairs Student Affairs Information Technology Retention	
2.2 Expand Academic Programs • Undergraduate • Graduate • Distance Education	a. Strengthen the academic program assessment process b. Expand library capacity c. Seek approval from HLC to offer academic programs 100% online d. Seek approval to offer Certificate Programs e. Seek approval to offer Graduate Programs	Office of the Provost Academic Affairs Library	• Computer Science Program Proposal approved by the Higher Learning Commission (HLC) • The Teacher Education Proposal approved by the Arkansas Department of Education, The Council for the Accreditation of Educator Preparation, and the Higher Learning Commission. • Increase of 3% annually of students in four year degree programs. • The Higher Learning Commission approves all programs to be offered 100% online • The Higher Learning Commission approves College petition to add graduate programs.

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Initiative	Strategies	Responsibility	Outcomes/Assessment
2.3 Strengthen student research emphasis and expand research infrastructure.	a. Expand student research opportunities b. Develop and expand research infrastructure to support academic research	Office of the Provost Academic Affairs Institutional Research	• At least 5% increase in funded research by the end of the 2022-2023 academic year. • At least 5% increase in student published research.
2.4 Increase graduate school and employment rates	a. Using Clearinghouse data, track graduate school admittance rates. b. Using departmental records, track job placement rates. c. Hire a Career Services Coordinator d. Purchase tools to assist in job searches and host career fairs. e. Develop recruitment strategy to recruit more students interested in research.	Office of the Provost Academic Affairs Retention Institutional Research	• 2% annual increases in graduate school and employment rates are realized.
2.5 Maintain an adequate and qualified faculty	a. Recruit well-qualified faculty b. Provide funding for faculty development c. Identify and implement practices that support retention of qualified Faculty	Office of the Provost Academic Affairs	• At least 35% of the Faculty have a terminal degree in their discipline.
2.6 Increase Enrollment	a. Recruit qualified students b. Provide student support services necessary to foster student success c. Seek funds to enhance scholarship offerings d. Track retention and make adjustments as necessary to increase the number of students retained through graduation/course completion. e. Purchase Jenzabar EX JRM to leverage technology and increase student engagement f. Create a partnership with the Common Black College Application (CBCA) and The Common Application g. Expand athletics programs h. Meet Annual Enrollment Targets: 	Year	New	Actual	Projected Enrollment
FA2020	163		450
FA2021	171		473
FA2022	180		497
FA2023	189		522 | *Assumes a 5% increase year over year.	Office of the President Office of the Provost Admissions Advancement Retention Athletics	• Incoming first-time freshmen and transfer students increase at least 5% annually to attain a total enrollment of 522 or more new students by Fall 2023 (Baseline 523). • The College attains an average annual enrollment increase of at least 5%. • An incremental increase in the annual graduation rate of at least 2.5% • Term-to-Term Retention Rate of at-risk students increases by at least 2.5% annually.

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Initiative	Strategies	Responsibility	Outcomes/Assessment
2.7 Improve the overall registration process	a. Enhance online options b. Improve collections	Office of the President Office of the Provost Academic Affairs Student Affairs Business and Finance	Students express higher level of satisfaction with the registration process on the Student Satisfaction Survey fall 2020.

2.8 Develop and implement a coherent, comprehensive co-curricular program	a. Develop a rationale for a co-curricular program
	b. Develop a plan for the co-curricular program
	  i. Provide a lecture series with notable speakers that addresses political, social, and cultural subjects currently being discussed.
	  ii. Re-design chapels and assemblies
	  iii. Provide seminars and workshops on life-skills, personal growth, and development, current events, and interdisciplinary conversations.
		Academic Affairs
		Student Affairs
			Students express higher level of satisfaction on the Student Satisfaction Survey.

2.9 Increase emphasis on the mission of the College	a. Provide Strategic Plan Leadership
	  i. Facilitate plan maintenance and objective achievement.
	b. Facilitate the Reaffirmation Process
	  i. Provide administrative leadership and facilitate assignment completion
		Office of the President
		Office of the Provost
			• Semi-annual reports demonstrate a well-managed plan with documentation of progress and accountability.
			• All preparatory work is done for a successful HLC visit.
			• Measurable increase in employee awareness of ABC purpose
			• Established programs with measurable targeted outcomes in each area.

Table 3: Nurturing Environment

Goal 3: Nurturing Environment. Facilitate a supportive environment that is sensitive to the needs of students and all other constituents.

Initiative	Strategies	Responsibility	Outcomes/Assessment
3.1 Invest in repairs to current housing facilities	a. Create a facilities committee. b. Create a list of repairs needed to Hill Hall, Ripley Hall, and 1600. c. Develop a budget and plan to make repairs. d. Update Ripley and Hill Halls to become Living and Learning Centers by Fall 2023	Office of the President Business and Finance Student Affairs	• Repairs made to the dormitories no later than Fall 2023.
3.2 Improve support services for students	a. Implement a tutoring center	Office of the Provost Academic Affairs Retention	• Implemented new Tutoring Center in January 2020.
3.3. Enhance student leadership skills	a. Create a task force to develop student leadership opportunities and activities.	Academic Affairs Student Affairs Athletics	• Peer review process to be establishes fall 2020. • Students possess the knowledge, skills, and sensitivities they need to become leaders of competence, conscience, and compassion (as evaluated by committee member surveys and focus groups)

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Table 4: Operational Efficiency

Goal 4: Operational Efficiency. Ensure efficient service and resource management.

Initiative	Strategies	Responsibility	Outcomes/Assessment
4.1. Develop a Quality Assessment Plan for Energy and Facilities	a. Develop and implement the comprehensive plan for energy assessment and management that addresses: lighting and HVAC.	Office of the President Business and Finance	• A comprehensive plan for energy assessment and management is: o Developed by 2020 o Begin implementation by 2019 o Evaluated annually beginning June 2021.
4.2 Achieve budget management targets	a. Implement revised planning and budgeting model. b. Provide the President and Executive Leadership Team to facilitate accomplishment of the College strategic and financial goals.	Office of the President Office of the Provost Business and Finance	• Achievement of annual and strategic financial goals. • Timely submission of Budget to the Board for review.
4.3 Develop and implement an Accounts Receivable Collections plan aimed at collecting 100% of tuition and fees	a. Develop Accounts Receivable Collections Plan b. Implement plan beginning with the 2020-2021 academic year	Office of the President Office of the Provost Business and Finance Financial Aid	• Plan developed by fall 2020 • Collections rate minimum is maintained at: o FY21 = 97% o FY22 = 98% o FY23 = 99% o FY24 = 100%
4.4 Reactivate the Internal Audit function	a. Hire an internal auditor to ensure compliance.	Office of the President	• Hire an Internal Auditor • Develop an Internal Audit Plan and Risk Management Plan
4.5 Review and revise current Financial Stability Plan	a. Revise Financial Stability Plan to include activities and timeline. b. Complete institution-wide efficiency study for cost saving and operational efficiency i. Identify cost-saving/efficiency measures ii. Develop a plan to implement measures	Office of the President Office of the Provost Business and Finance	• Measurable savings by June 2020 • Plan is implemented beginning August 2019 • Cost-saving/efficiency measures are identified.
4.6 Ensure compliance with Title IV Regulations and enhance Administrative Capability	a. Collaborate with the U.S. Department of Education to remove the College from HCM2 status. b. Implement best practices	Office of the President Office of the Provost Business and Finance Financial Aid	• Reduced number of audit findings by 90% (Baseline 16)

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Table 5: Resource Development

Goal 5: Resource Development. Provide sufficient financial resources to support all aspects of the institution.

Initiative	Strategies	Responsibility	Outcomes/Assessment
5.1 Review, refine, and implement an integrated Development Plan	a. Evaluate and determine if conditions are appropriate for a Capital Campaign and/or a major special project. b. Develop identification of major prospects and solicitation tasks for major gifts. c. Develop strategy to determine priorities.	Office of the President Advancement	• Evaluation results implemented by Fall 2021
5.2 Implement a comprehensive plan for land development	a. Develop a list of possible property (land) development projects and present to the Board of Trustees b. Hire a consultant to develop a property development and make recommendations. c. Hire a staff person so serve as industry lead person to build relationships with organizations (i.e. Blue Cross Blue Shield, Winthrop Rockefeller Foundation, etc.) d. Conduct public meetings to present land development plans for community feedback. e. Create a Land Development Committee. f. Create a Property Assessment Committee (PAC) (comprised of the Facilities Committee and Land Development Committee.)	Office of the President Business and Finance	• Consultant hired by March 2020 • A consensus report from the community is received, signaling 'go-ahead' for start-up of designated projects. • Board approved list is available by December 2020.
5.3 Generate revenue for the institution	a. Achieve Capital Fund Raising Targets	Office of the President Advancement	• Achievement of annual fund-raising goals beginning December 2021 • A self-sustaining student scholarship assistance plan is established by 2022. • First scholarships are disbursed fall 2023.

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Table 6. Institutional Relations

Goal 6: Institutional Relations. Enhance the reputation and relationships of the institution.

Initiative	Strategies	Responsibility	Outcomes/Assessment
6.1 Strengthen the link between ABC's Academic Programs and Little Rock Economic Development Programs and Workforce Training Needs	a. Create a committee that would develop a strategy to oversee developing and strengthening the College's relationships with industry, contracts, and community organizations. b. Conduct a study to identify current and future internship and job opportunities. c. Conduct pre-(2018-2019) and post (2019-2020) surveys to determine status of ABC's community/industry partnerships	Office of the President Office of the Provost Advancement	• Committee formed by June 2020 • The number of grants and contracts generated increases by at least 100% by June 2023. • Internships and job opportunities increase by at least 100% • Stronger public relations between ABC and the community is demonstrated by post-survey results by June 2022.
6.2 Strengthen the relationship of the College with its alumni	a. Create a committee with the purpose of further developing existing partnerships between the Alumni Association and ABC	Office of the President Advancement	• Committee created by June 2020 • Online and written surveys demonstrate improved relationship between the College and Alumni • Revenue from Alumni Association and individual alumni increases by at least 10%.

6.3 Strengthen the quality of customer relations/customer service	a. Promote quality customer care.
	b. Increase customer service training that focuses on being proactive rather than reactive and incorporates the key elements of responsibility.
	c. Develop a tracking system to evaluate customer satisfaction.
	d. Develop an institutional knowledge bank.
	  i. Survey employees for expertise, gifts, and talents that can be shared campus-wide.
	  ii. Organize feedback in a brochure and/or an electronic format.
		Office of the President
		Office of the Provost
			• Plan is developed by June 2021
			• A measurable program for detecting resolving and improving customer service is created and implemented by June 2022.
			• At least one seminar/workshop in customer relations is provided annually beginning January 2021.
			• Customer satisfaction surveys demonstrate annual 20% improvement in customer service.
			• A knowledge bank is available by December 2021.

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Initiative	Strategies	Responsibility	Outcomes/Assessment

6.4 Facilitate Institutional Enhancement	a. Develop a communication network plan.
	  i. Develop a comprehensive communication/update program.
	  ii. Develop a plan to provide to linkages with faculty, staff, and students.
	
	b. Promote Board of Trustees development by providing:
	  i. Training and Evaluation
	  ii. A Board of Trustees Retreat
		Office of the President	• Measurably increase stakeholder awareness of institutional developments
			
			• At least two training and evaluation sessions to Trustees to increase awareness and continuous self-improvement.
			
			• At least one Board Retreat provided to emphasize Board fellowship and strategic planning.

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Table 7. Technology Leadership

Goal 7: Technology Leadership. Maintain a technologically progressive campus.

Initiative	Strategies	Responsibility	Outcomes/Assessment
7.1 Improve campus communication systems	a. Use web technologies to better communicate events & important dates. b. Make significant dates/events from departments on campus available from the ABC front page.	Advancement Information Technology	• A more visible and accessible web-based calendar that can be viewed from ABC's front-page.

7.2 Provide technology training for faculty and staff	a. Offer staff training in:
	   i. Jenzabar EX
	   ii. Microsoft Office
		Information Technology	• Offer at least two staff training opportunities annually.

7.3 Develop campus broadcast infrastructure for radio and television broadcasts	a. Create a media center b. Provide A/V support campus wide c. Purchase and install production, audio, and video automation equipment d. Create a Communications department to produce campus program content for broadcasting e. Create an internet radio and television station	Office of the Provost Information Technology	• Create a Media Center staffed and functional by December 2023. • Multi-media equipment will be supported by A/V technicians • Equipment will be purchased by 2023 to facilitate broadcasts. • Professionally produced programs available for broadcast to the public via Internet by 2023.
7.4 Develop WiFi network infrastructure	a. Install outdoor access points across campus at specific location(s) to be determined.	Information Technology	• Locations on campus for WiFi access points determined by December 2018. • Wireless devices installed to provide WiFi internet services February 2019.
7.5 Provide life safety and security system network infrastructure	a. Collaborate with Public Safety to implement campus-wide life safety and security system.	Business and Finance Information Technology	• Technology will install and support campus-wide network. The system will be monitored by Public Safety by 2023.
7.6 Upgrade the campus email system.	a. Purchase and install Microsoft Office and Microsoft Exchange Server to update the campus email system and productivity suite.	Information Technology	• Purchase, installation, and migration of the new system to be completed by August 2020.

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