The **B.E.S.T.** Plan for BC

A Bold Execution of a Strategic Transformation

JUNE 2018
Benedict College will be a leader in providing transformative learning experiences for a diverse student body, defined by superior cultural and professional competencies that are nurtured and developed by faculty, staff and stakeholders who value innovation, customer service, community and industry engagement.
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A VISION FOR BENEDICT COLLEGE

A Power for Good In the 21st Century

Benedict College will be a leader in providing transformative learning experiences for a diverse student body, defined by superior cultural and professional competencies that are nurtured and developed by faculty, staff and stakeholders who value innovation, customer service, community and industry engagement.

Benedict College is a college where each student’s experience in academic, residential and co-curricular activities is transformative and customer-service focused; at the same time, Benedict faculty and staff work in a collaborative, transparent environment where data-based decisions are also girded in compassion.

Benedict College is a place of full-time learning from the classroom, to the playing field, to the residence hall and out into the community where the legacy of “BC” as inclusive, pioneering, and “family” is respected and cherished.

Transformative education, innovation in technology and enterprise, and commitment to community all merge in a dynamic environment where students receive an education that prepares them to enter the global marketplace with exceptional cultural and professional competencies that will empower them to contribute to the sustainability and economic growth of the communities where they live, work and play.

Therefore, Benedict College is not only a power for good in society, but Benedict is committed to providing a transformative learning environment, created by highly trained and equipped professionals, that empowers all students to realize their highest potential.
The \textit{B.E.S.T.} Plan

The Benedict College strategic planning team has envisioned a Bold Execution of a Strategic Transformation (B.E.S.T) for BC to position the College to address complex issues and challenges such as:

- The lack of business and technology resources that plague poor communities, as well as, the lack of sustainability in those communities (Enterprise);
- Providing a high quality education, engaging co-curricular programs, and graduate a diverse, competitive student body, many of which come from under-resourced areas (Enrollment & Academic Affairs); and
- Fostering collaboration among faculty, staff and stakeholders to ensure that the College is equipped with reliable and consistent technology and a sustainable

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<tr>
<th>GUIDING PRINCIPLES</th>
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<tr>
<td>CUSTOMER SERVICE</td>
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<tr>
<td>We are committed to consistent high quality service to our students, families, colleagues, and all Benedict College friends, stakeholders and visitors.</td>
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STRATEGIC PRIORITIES

GROWING & GIVING
Enhance revenue streams and cost savings efforts, identify and implement new revenue streams and enhance business operating processes for improved efficiency and investment of resources.

ENGAGEMENT
Build upon and promote the academic expertise, geographic location in the capitol city, and the campus business and community assets in the Business Development Center to increase campus, community and industry engagement and revenue generating activity to position Benedict College as a champion in the socio-economic competitiveness trajectory of South Carolina, where the legacy of “BC” as inclusive, pioneering, and “family” is respected and cherished.

ACADEMIC GROWTH
Changes in curriculum and academic policies in 2017/2018 creates an Optimal learning environment and reinforces the professional and leadership development of the Career Pathways Initiative.

LIVING & WORKING
Strengthen our sense of family and community by first prioritizing our students living spaces and being committed to upgrades, repairs and enhancements to promote a positive environment. Improve the quality of learning and working spaces that enhance the student, faculty and staff experience through the use of improved technology and collaboration.
KEY ENABLERS OF The B.E.S.T. Plan

**Strategic revenue growth:** Manage enrollment, legislative and development priorities while enhancing entrepreneurial activities, operational efficiencies and revenue allocation to support the priorities of *The B.E.S.T Plan* strategic plan.

**Accountability and leadership:** Transparent and fiscally responsible management of resources, and transparency through collaboration and data-driven decision-making.
OUR PAST SHAPES OUR FUTURE

Founded in 1870 by a woman, Bathsheba A. Benedict, Benedict College is a private co-educational liberal arts institution with 2,100 students enrolled in its 33 baccalaureate degree programs during the 2017-2018 academic year. In 2017, Benedict welcomed 744 new scholars to its park-like campus nestled in the heart of the Midland community.

Benedict College, originally Benedict Institute, was founded in 148 years ago under the auspices of the American Baptist Home Mission Society. As Benedict’s first philanthropist, financial support for the establishment of Benedict came from Mrs. Benedict of Pawtucket, Rhode Island. Adding to a small bequest from her husband, she provided $13,000 towards the purchase of an 80-acre plantation near Columbia as the site for a new school for the recently freed people of African descent. Benedict Institute set out from humble beginnings in a dilapidated former slave master’s mansion to prepare men and women to be a “power for good in society.”

During the first quarter century of its existence, Benedict Institute addressed its educational program to the severely limited economic and social conditions of the black population in the South. The Institute’s original objective, therefore, was to train teachers and preachers, and its first curriculum included by necessity, reading, writing, spelling, arithmetic, and religion. Later, the curriculum was expanded to include the traditional college disciplines and an industrial department offering carpentry, shoemaking, printing, and painting.

On November 2, 1894, the South Carolina Legislature chartered the institution as a liberal arts college and the name “Benedict Institute” was formally changed to “Benedict College.”

From its founding, Benedict College was led by a succession of northern white Baptist ministers and educators. However, the year 1930 signaled the succession
of African-American male presidents that had continued until June 30, 2017, when Dr. Roslyn Clark Artis was unanimously appointed by the Benedict College Board of Trustees as the 14th President of Benedict College. She is the first female President in the 148-year history of the college.

Over the last eight years, Benedict College has been ranked one of the top baccalaureate colleges in the nation by Washington Monthly Magazine for creating social mobility, producing cutting-edge scholarship, and research. Benedict offers several high-demand fields such as STEM, Cyber Security, Mass Communication, Sport Management, Business Administration, Computer Science, Biology, and Education. Benedict has a diverse faculty of which 80 percent are full-time, and 60 percent hold doctorates or the equivalent. The College has many nationally recognized professors like BC Alumnus and Black Panther Illustrator, Sanford Greene teaching in our Fine Arts Department.

Over the past ten years, three out of five BC graduates attended professional or graduate schools. There are over 17,000 proud Benedict Tigers throughout the nation. Benedict College has been a community leader for over 148-years and is a significant contributor to the region and South Carolina, with a local and annual economic impact of over $130 million.

Going against trends, Benedict College has enrolled 50% male students while maintaining an equal female population. This Midlands HBCU welcomes students from all 46 counties in South Carolina, 30 states across America, and 26 countries across the world. In 2018, President Artis hosted the Inaugural President’s Scholar Dinner with nearly 200 students and their parents in attendance. #TheBESTofBC Scholars had at least a 3.5 GPA, represented 14 states across the US, and 108 American high schools. The dinner was designed to celebrate the achievements of Benedict’s incoming Freshman Class, the Class of 2022.
The College made front-page news in the spring of 2018 when it became the first South Carolina college to lower the cost of tuition by 26 percent. Cutting tuition drew praise from the Commission on Higher Education, South Carolina’s education oversight body. The Commissioner noted that Benedict College will increase access to higher education for South Carolina students.

On March 19, 2018, Benedict College hosted the first strategic higher education dialogue with South Carolina, HBCU Presidents, the White House Initiative on HBCUs and UNCF in an effort to change the narrative regarding the economic competitiveness and relevance of HBCUs.

The convening examined a recently released landmark study commissioned by UNCF, HBCUs Make America Strong: The Positive Economic Impact of Historically Black Colleges and Universities. The report demonstrates the economic impact of Benedict College as contributing over $100 million dollars to the local and state economy and over 1,200 jobs. A Benedict graduate working full-time throughout his or her working life can expect to earn $1.1 million in additional income because of their Benedict College degree.

Benedict College is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award baccalaureate degrees.

Five of the College’s degree programs hold national accreditation: The School of Education, Social Work, Environmental Health Science, Art, and the Tyrone Adam Burroughs School of Business and Economics.
The B.E.S.T. Plan

Academic Affairs:
Enrollment Management and Retention
**ACADEMIC AFFAIRS:**
**ENROLLMENT MANAGEMENT AND RETENTION**

*Goal: Strengthen academic programs*

**Objective 1:** Increase student satisfaction with an effective learning environment (instruction, supports, resources) (Academic Affairs).

**Objective 2:** Increase student learning outcomes (Academic Affairs)

**Objective 3:** Increase graduate placement (Academic Affairs)

**Fall Top 5 Majors 2014-2016**

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<tr>
<th>SEQ</th>
<th>Fall 2016 Top 5 Majors</th>
<th>Fall 2015 Top 5 Majors</th>
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<td>Majors</td>
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<tr>
<td>1</td>
<td>Business Administration</td>
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<td>Business Administration</td>
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<td>2</td>
<td>Sport Management</td>
<td>292</td>
<td>Criminal Justice</td>
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<td>3</td>
<td>Criminal Justice</td>
<td>255</td>
<td>Sport Management</td>
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<td>4</td>
<td>Biology</td>
<td>213</td>
<td>Biology</td>
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<tr>
<td>5</td>
<td>Mass Communication</td>
<td>143</td>
<td>Psychology</td>
</tr>
</tbody>
</table>
Goal: Achieve student enrollment of 2400 by 2023:
* 2018-2019: 2050
* 2019-2020: 2100
* 2020-2021: 2200
* 2021-2022: 2300
* 2022-2023: 2400
  
Objective 1: Increase student enrollment by 50 – 100 students each fall semester (Enrollment Management, Business & Finance, Student Affairs & Financial Aid, Communications & Marketing, Athletics, Institutional Advancement).

Goal: Diversify student population by 2023.
  
Objective 1: Achieve freshman class distribution of 15% Summer Bridge; 70% regular admission; and 15% honors (Enrollment Management, Business & Finance, Student Affairs & Financial Aid, Communications & Marketing).

Objective 2: Increase enrollment of military, transfer, international, adult, & ESL students (Enrollment Management, Business & Finance, Student Affairs & Financial Aid, Communications & Marketing).

Goal: Increase retention and graduation rates

Objective 1: Achieve a retention rate of 68% (Physical Plant, Academic Affairs, Communications and Marketing – ALL Divisions).

Objective 2: Achieve a graduation rate of 35% (Physical Plant, Academic Affairs, Communications and Marketing – ALL Divisions).

See Appendix for Strategies.
The B.E.S.T. Plan

The Benedict College Experience

(Co-Curricular Programs)
CO-CURRICULAR

Goal: Position Benedict College as the premier institution for student development and success.

Objective 1: Recruit and develop quality, engaged personnel who are knowledgeable in Student Development best practices.

Objective 2: Use technology to enhance student engagement in co-curricular activities.

Goal: Deliver Quality Student Services

Objective 1: Develop and upgrade services, facilities and programs that align with and support the strategic plan.

Goal: Cultivate Co-Curricular Engaged Diversification

Objective 1: Develop and sustain an environment that enables opportunities for cultural dialogue.

See Appendix for Strategies.
The B.E.S.T. Plan
Technology Innovation and Enterprise
TECHNOLOGY INNOVATION & ENTERPRISE

The enterprise and technology innovation plan is designed with the knowledge that Columbia, and the state of South Carolina, are in position to raise the socio-economic and competitiveness trajectory of the state. Therefore, the role of higher education in this effort is critical, and the role of Benedict College as an HBCU in South Carolina is pivotal for the success of people in underserved communities.

Goal: To increase the technology efficiencies of Benedict College operations (academic, business and administrative) and to utilize technology innovation to leverage the enterprise opportunities and capacity of the Business Development Center (BDC).

I. Technology Innovation

Objective: Maintain a collaborative relationship between the IT division and other campus divisions to improve data based decision-making and develop effective tools for programs and assessments.

Instructional Technology

Objective: Design and implement development opportunities for faculty, staff and students to ensure the highest quality of course delivery and materials. (IT, CTL, Academic Affairs)

Administrative Operations

Objective: Implement technology solutions in order to reduce costs, speed service delivery, improve accuracy and expand service functions. (IT; Business; Academic Affairs; Student Affairs)

Network Capacity

Objective: Establish data management programs and protocols that ensure secure, reliable, and accessible data. (IT, Business Office, Academic Affairs, Physical Plant)
**Review Process**

Based on current research from the EDUCause Center for Analysis and Research (and others), we recommend that the Innovation Technology Strategic Plan utilize a Three-year evergreen plan with yearly review. The first-year plan focuses on the present state of IT, its resources, and its projects. The second and their years map out the projects and steps to be taken to achieve the broader goals of the IT strategic plan in support of the institution’s overall needs. The plan is revised each year based on evolving funding, departmental/school needs, and changes in institutional priorities.

**II. Enterprise Development**

**Objective 1:** Implement initiatives to promote enterprise development and build institutional capacity within Benedict College and the surrounding community (Business Development Center, Academic Affairs, Institutional Advancement).

**Objective 2:** Promote and inspire innovation across all academic disciplines and enterprise programs.

See *Appendix* for Strategies.
The **B.E.S.T.** Plan

Capacity: *Human Resources, Facilities (Student Living and Faculty/Staff Work Space)*
CAPACITY: HUMAN RESOURCES, FACILITIES (STUDENT LIVING AND FACULTY/STAFF WORK SPACE)

With an updated Campus Master Plan and an implemented Facilities Maintenance Plan, the College will provide a stable technical infrastructure that supports teaching, learning, research, service, and creative and business processes. The College will provide appropriate physical resources to support academic, service learning and co-curricular programs, and will also provide students with attractive, functional, and safe housing.

Goal: Utilize an updated Master Plan and Facilities Maintenance Plan to create and sustain a technology and physical environment that is stable and resilient. (Business Office, Institutional Advancement, Physical Plant, IT)

Objective 1: Update the Campus Master Plan.
Objective 2: Develop and implement a Facilities Maintenance Plan.

Goal: Provide human resources (faculty and staff) to adequately accommodate the working, living, and learning environment needed to support the mission of the College.

Objective 1: Assess and recruit the number and qualifications of faculty needed to implement the academic program based on student population and market demands.
Objective 2: Provide essential resources to strengthen and support faculty in their teaching, research and service functions.
Goal: Build and maintain an Office of Human Resources that is capable of providing comprehensive human resources services to College.

Objective 1: Restructure the HRO and Payroll functions to create efficiencies, reduce redundancies and focus on the current and future needs of the faculty, staff and the overall business organization.

See Appendix for Strategies
The B.E.S.T. Plan
Giving and Growing

Business and Finance and Institutional Advancement
“Today more than ever, higher education institutions cannot afford to be either passive or reactive to changing circumstances. Rising costs, less predictive funding streams, transformative cloud technologies and increased competition for students all require colleges and universities to become more focused and intentional when it comes to planning for the future.” ("Connecting the Dots for Student Success and Sustainability . . . An Integrated Approach to Strategic Planning and Mission Fulfillment for Higher Education Institutions”, EducationDive.com)

This plan reflects the implementation of the “tuition reset” policy that significantly reduces the cost of attendance for low wealth, first generation college students by including textbooks in the tuition cost and reducing the student’s ability to engage in excessive borrowing. The impact on net revenue (per student) for Benedict is negligible because the impact is absorbed primarily by the reduction in student refunds, thereby encouraging options like work study and part-time employment in and around campus to supplement income. Further, the revised tuition model is consistent with market prices for other institutions of similar size and scope, thereby making a Benedict education attainable for a much larger population of students, thereby resulting in a stronger pool of applicants and a more stable revenue model.
The B.E.S.T. Plan: A Strategic Transformation Plan for Benedict College

**Goal:** To build upon and strengthen current revenue streams, identify and implement new revenue streams, and enhance business and development operating processes for improved efficiency and investment of resources.

**Objective 1:** Increase income from tuition and fees by 15% annually. (Business & Finance, Financial Aid, Enrollment Management, Communications & Marketing).

**Objective 2:** Increase income generated by externally funded programs by 2% each year beginning with Year 2, 2020. (Business & Finance, Financial Aid, Enrollment Management, Communications & Marketing, Institutional Advancement)

**Objective 3:** Strengthen the College’s fundraising program. (Institutional Advancement, Communications and Marketing).

**Objective 4:** Restructure the College as needed to effect cost-savings by 10% (Business and Finance).

**Objective 5:** Implement three new streams of revenue each year for the College (Business and Finance, Academic Affairs, Enrollment Management).

**Objective 6:** Implement upgraded technology resources to make business operations more cost- and time-efficient. (Business and Finance, IT, Physical Plant).

See *Appendix* for Strategies.
The B.E.S.T. Plan
Marketing and Communications
MARKETING AND COMMUNICATIONS

The Benedict College Office of Marketing and Communications holds responsibility for communicating the college’s mission to its target audiences. The B.E.S.T Plan for marketing and communications, defines the key messaging, sets the goals, and establishes the strategies and actions that will be taken to achieve those goals.

Goal: To increase the overall visibility of the College and to enhance its reputation among both internal and external audiences.

Objective 1: Strengthen the Benedict College brand through strategic, consistent and accurate communications.

Objective 2: Encourage collaboration between media relations, digital communications, and marketing to better coordinate efforts and strengthen the reach of messaging.

Objective 3: Develop relevant content to reinforce the Benedict brand.

Objective 4: Redesign the Benedict College website.

Objective 5: Support recruitment and fundraising efforts.
The **B.E.S.T.** Plan

*Appendix*
APPENDIX

Academic Affairs: Enrollment Management and Retention

Goal: Strengthen academic programs

Objective: Increase student satisfaction with learning environment (instruction, supports, resources) (Academic Affairs).

Strategies:
- Diversify teaching strategies. (2019-2021)
- Comprehensive review of all academic courses and programs in order to ensure that our academic offerings are consistent with student choices and workforce demands. (2018)
- Publicize academic support services continuously and through various methods. (2018)
- Align support services to meet students’ needs. (2019)
- Provide enhanced classroom and laboratory resources. (2020)
- Implement early alert and intervention initiatives (2019)
- Revamp advising protocols, assignments, and accountability (2019)
- Expand Honors Program offerings (2018-S 2019)
- Diversify course delivery modalities and schedules (2019)
- Develop and implement a comprehensive faculty development program designed to prepare faculty for the demands of teaching in multiple modalities and to ensure currency of their knowledge within their field or discipline. (2018-2019)

Objective: Increase student learning outcomes (Academic Affairs).

Strategies:
- Fully implement the Career Pathways Initiative – an intentional and strategic approach to student preparation that contemplates their preparation for immediate introduction to the workforce upon completion.
- Create employer driven advisory councils. (2018)
- Enhance additional training and development for soft skills and technology literacy for all students to enhance their competitive position in a fast paced, increasingly global, technology driven workplace. (2018)
- Increase nationally accredited programs (2022)
- Implement new curricula (2018)
• Initiate annual signature events for academic programs designed to highlight employment and graduate school opportunities. (2019)
• Update Student Learning Objective (SLO) assessments in alignment with new curriculum (2019)
• Convene quarterly SLO assessment sessions with faculty (2018)
• Realign athletic program investments in ways that enhance our competitiveness, insure student safety and well-being and encourage academic success. (2019)
• Monetize all athletic facilities, including the stadium and the acreage surrounding it. (2019)

Objective: Increase graduate placement (Academic Affairs)

Strategies:
• Deploy Career Pathways Initiative activities throughout each level of study beginning in freshman year. (2018)
• Utilize partnerships to provide enhanced experiential learning opportunities. (2019)
• Develop and publicize competitive challenges for students. (2020)
• Increase discipline-specific professional development opportunities. (2019)
• Create alumni network in support of graduate placement. (2019)

Goal: Achieve student enrollment of 2400 by 2023:

• 2018-2019: 2050
• 2019-2020: 2100
• 2020-2021: 2200
• 2021-2022: 2300
• 2022-2023: 2400

Objective 1: Increase student enrollment by 50 – 100 students each fall semester (Enrollment Management, Business & Finance, Student Affairs & Financial Aid, Communications & Marketing, Athletics, Institutional Advancement).

Strategies:
• Develop and implement data-driven recruitment plan. (2018)
• Develop reliable, interactive web presence to enhance marketing; create strategic communications plan and initiatives to highlight student successes, faculty and academic programs. (2019)
• Establish robust dual enrollment partnerships. (2019)
• Establish military recruitment plan. (2019)
• Implement online course and program offerings. (2018)
• Create expanded recruitment initiatives to reach target demographics. (2018)
• Improve application, registration, and business processes (virtual and in-person). (2019)
• Offer updated and timely financial aid guidance. (2019)
• Provide professional development for staff on current and best practices. (2019-2022)
• Develop local business partnerships to provide Capital City amenities for students. (2020)
• Initiate early pipeline recruitment through summer camps, year-round programming and targeted events for high school students. (2020).
• Modify admission standards from “open enrollment” to a model that contemplates minimum proficiency.

**Goal: Diversify student population by 2023.**

**Objective 1:** Achieve freshman class distribution of 15% Summer Bridge; 70% regular admission; and 15% honors (Enrollment Management, Business & Finance, Student Affairs & Financial Aid, Communications & Marketing).

**Strategies:**
• Rebrand and market the Honors Program. (2018)
• Develop and implement a comprehensive enrollment management strategy that capitalizes on projected population growth in the region, identifies and targets key markets where the value proposition presented by Benedict College is most attractive.
• Develop marketing and recruitment collateral that features the Honors program. (2018)
• Develop a strategic recruitment plan for honors students to include special events for honors students throughout the year featuring academic programs. (2018)
• Convene information sessions with school administrators and counselors in the region. (2018-2022)
• Conduct school by school visits with honors students. (2018-2022)
• Increase partnerships with established programs that market to honors students. (2020)

**Objective 2:** Increase enrollment of military, transfer, international, adult, & ESL students (Enrollment Management, Business & Finance, Student Affairs & Financial Aid, Communications & Marketing).

**Strategies:**
• Develop and implement targeted recruitment and staffing plan for each category of students. (2019)
• Expand market share in the Hispanic/Latina and International student market, with an emphasis on countries that have the capacity to offer tuition subsidy or support. (2020)
• Establish formal partnerships with military bases and veteran groups. (2019)
• Create and implement strategic communications and marketing materials and engagement initiatives (2018).
• Identify and assist prospective students with external funding (scholarships, grants, other aid). (2020)
• Develop and submit proposals for external funding to the College in support of these targeted students. (2019-2022)
Goal: Increase retention and graduation rates

Objective 1: Achieve retention rate of 68% (Physical Plant, Academic Affairs, Communications and Marketing – ALL Divisions).

Strategies:

- Develop a Retention Taskforce in order to address and attack primary causes of attrition in order to eliminate any real or perceived barriers to student persistence and completion.
- Fundamentally enhance existing residential facilities in order to improve “curb appeal” and deter student attrition due to untenable living conditions and/or outdated, ill-equipped classrooms and laboratories.
- Identify funding resources to improve residence halls. (Ongoing)
- Develop a phased system to improve residence halls, classrooms and assembly spaces (Gym, Fine Arts). (2019)
- Implement customer service training modules for all staff and faculty. (Ongoing)
- Implement enhanced academic support services. (2018)
- Develop and disseminate timely and engaging marketing initiatives that support retention efforts-student success, co-curricular/student experience, academic programs- to reinforce value proposition. (2019)

Objective 2: Achieve graduation rate of 35% (Physical Plant, Academic Affairs, Communications and Marketing – ALL Divisions).

Strategies:

- Leverage CPI to strengthen student learning outcomes. (2019-2020)
- Enhance support services in alignment with students’ needs. (Spring 2019)
- Enhance the BC Male Mentoring Initiative. (Fall 2019)
- Identify financial supports for students through strategic internships and jobs aligned with majors. (2019)
The Benedict College Experience: Co-Curricular Programs

GOAL: Position Benedict College as the premier institution for student development and success.
Objective 1: Recruit and develop quality, engaged personnel who are knowledgeable in Student Development best practices.

Strategies:
- Collaborate with neighboring institutions to provide diverse for training and development. (2018-2023)
- Create Student Development Programming Module(s). (2018-2019)
- Create assessments of programs to ensure that programmatic successes are obtainable (2018-2023)
- Engage more faculty/staff to participate and support co-curricular programs/students. (2018-2020)

Objective 2: Use technology to enhance student engagement in co-curricular activities.

Strategies:
- Implement Premier Marketing techniques, i.e. active social media for all areas of Co-Curricular programming. (2018-2019)
- Engage students with tech-based programs, i.e. Kahoot, Mentimeter and other technology tools to support learning and encourage innovation. (2018-2020)
- Enhance the student lounges in the residence halls as tech hubs for engagement and learning. (2019)
- Provide accessible and fully functioning projection equipment, i.e. spaces with Smartboards, accessible projectors and screens. (2018-2021)
- Provide efficient and accessible audio systems for student use. (2018-2023). Train students or use specific majors to work as interns that are knowledgeable and accessible during programming

GOAL: Deliver Quality Student Services
Objective 1: Develop and upgrade services, facilities and programs that align with and support the campus strategic initiatives and direction
Strategies:
- Present services that enhance the college’s strategic plan. Ex: The BEST of BC = Delivering services that are concise, clear and student centered, exceptional customer service. (2018-2023)
- Utilize holistic programming that is based on: 1) Student Satisfaction, 2) Student Development pre-graduation, and 3) Student success post the undergraduate experience. (2018-2023)
- Use accessible resources, such as the BDC to increase engagement and innovation among students (library, alumni relations, faculty, staff, community and public entities). (2018-2023)
- Create/Update more space for student programming, i.e. Swinton Center, and Residence Hall spaces (2018-2023)

GOAL: Cultivate Co-Curricular Engaged Diversification

Objective 1: Develop and sustain an environment that enables opportunities for cultural dialogue

Strategies:
- Foster an inclusive campus environment, i.e. Cultural program participation with both domestic and international students. (2018-2020)
- Create programs in conjunction with the Office of International Programs. (2018-2019)
- Market/Promote cultural and diversity programs. (2018-2019)
- Create lead efforts for diversity enhancement throughout the college’s campus and in efforts to increase cultural diversity for enrollment. (2018-2023)
Technology Innovation and Enterprise

This enterprise and technology innovation plan is designed with the knowledge that Columbia, and the state of South Carolina, are in position to raise the socio-economic/competitiveness trajectory of the state and the role for higher education in this effort is critical, and the role of Benedict College as an HBCU in South Carolina is pivotal.

GOAL: To increase the technology efficiencies of Benedict College operations (academic, business and administrative) and to utilize technology innovation to leverage the enterprise opportunities and capacity of the Business Development Center (BDC).

I. Technology Innovation

Objective: Maintain a collaborative relationship between the IT division and other campus divisions to foster improving data based decision-making and effective programs and assessments.

Strategies:

- Design and conduct a campus-wide IT Assessment Program. (IT, IE, Physical Facilities, Business, Institutional Advancement, Office, Academic Affairs)
- Develop comprehensive IT Assessment Program. (2018)
- Launch assessment tool to all end-users. (2019)
- Use assessment data and other resources to develop campus-wide IT Operating Policies and Procedures Manual. (2019)
- Identify campus End-User Groups and representatives for each group and establish communication schedule. (2018)
- Annually share results and future recommendations with the President and leadership to improve technology use and efficiency. (2019-2023)
  - Maintain quality, skilled IT Personnel (HR, IT, Business Office)
- Conduct a national search to secure a qualified, experienced Chief Information Officer (CIO). (2018-2019)
- Based upon current research and the needs of the College, identify the IT personnel positions and credentials necessary to achieve a stable technology environment. (2018-2020)
- Provide training and re-certification opportunities to personnel who as serve module managers, technology
assessment members and in other roles across campus where the efficient use of technology enhances customer service and strengthens the College in the market. (2018-2023).

- A minimum of 25% of all personnel will receive professional development training per year. (2018-2023)
- Develop a Technology Support Center that provides remote and/or online support across all college units. (IT, Business Development Center, CTL)
  - Identify, acquire, and implement systems that will facilitate remote/online technological support services for routine maintenance, upgrades, and minor repairs. (2019/2020)
  - Establish a virtual assessment system to measure service satisfaction for customers.
  - Integrate and leverage the technology service offerings from the Tech Support Center to improve and enhance client services and opportunities in the Business Development Center.
- Establish bi-annual review process of new and emerging technologies and submit recommendations to the Administration. (2018-2023)

**Instructional Technology**

**Objective:** Design and Implement Development opportunities for Faculty, Staff and Students to ensure the highest quality of course delivery and materials. (IT, CTL, Academic Affairs)

**Strategies:**

- Provide training to a minimum of 85% of Faculty annually to enhance effective teaching. (IT, CTL, IE, Academic Affairs, Business Office)
- Assess technological skill level of Faculty and deliver training sessions (where appropriate) to meet Faculty and College needs. (2018-2023)
- Establish Incentive programs to reward engagement in development activities and teaching achievements. (2018-2023)
- Obtain and utilize technologies to facilitate online and distance learning activities Spr. 2018-2023)
- Facilitate, expand, and promote the use of video conferencing for both instructional and administrative purposes. (2018/2019)
- Acquire audio-visual systems that support classroom instruction and integrate smoothly with distance education techniques. (2018-2020)
- Maintain a quality Learning Management System capable of supporting the College’s growing needs. (2018-2023)
- Implement tools for access to virtual libraries and video repositories to enhance teaching and learning activities. (2019-2020)
- Provide Staff and Students with support and training, where needed, in using technology to improve academic
success. (2019-2023)
• Deliver workshops to Staff and Students on effective use of various, available technologies. (2018-2023)

Administrative Operations

Objective: Implement technology solutions in order to reduce costs, speed service delivery, improve accuracy and expand service functions. (IT; Business; Academic Affairs; Student Affairs)

Strategies:
• JenzebarEX conversion will significantly enhance our ability to register, advise, package and enroll students, thereby reducing attrition, improve customer service, and enhance the accuracy and compliance of reporting requirements both internal within divisions and to government agencies and stakeholders that support the College. (January 2019)
• Expand, enhance, and improve the design, usability, navigation, and manageability of the institutional website. (2018/2019)
• Implement Single Identity Management System for Faculty, Staff, and Students for all major applications and network. (2019/2020)
• Investigate and implement best practice solutions and policies for email services and bulk email messaging to Faculty, Staff, Students. (2018-2021)
• Investigate a software acquisition/management system that is user-friendly and ensures consistency and compatibility across the institution. (2019/2020)

Network Capacity

Objective: Establish data management programs and protocols that ensure secure, reliable, and accessible data. (IT, Business Office, Academic Affairs, Physical Plant)

Strategies:
• Implement a Data Management solution for storage, tagging, collaboration, versioning, etc. (2019-2020)
• Enhance all IT infrastructure in order to stabilize wireless access and expand our capacity in preparation for the deployment of online courses and programs. This initiative contemplates the installation of expanded servers and fiber optic cable throughout the campus. (2019)
• Begin Cloud conversion strategies to reinforce security and reduce reliance on servers and improve speed and service to prospective and current students, and other internal and external customers. (2019)
• Explore and implement a redundant Internet access point to allow the College to continue its core functions if the primary access fails. (2019-)
• Develop a College-Wide Network Security Plan. (2019)
- Secure and maintain appropriate systems and infrastructure with the bandwidth and capacity to effectively serve the College’s needs. (Summer 2019-2023)
- Implement a Hardware Management System to facilitate the management of computer equipment, configurations, licenses, and upgrades.
- Institute a process to plan for equipment life cycle replacement bases on end-user and roles. Earmark and reserve appropriate recurring funding for life cycle replacement, including technology fees. (2020-2023)
- Centralize hardware acquisition and replacement to ensure consistency and maximize assets. (2020-2023)

**Review Process**
Based on current research from the EDUCause Center for Analysis and Research (and others), we recommend that the Innovation Technology Strategic Plan utilize a Three-year evergreen plan with yearly review. The first-year plan focuses on the present state of IT, its resources, and its projects. The second and their years map out the projects and steps to be taken to achieve the broader goals of the IT strategic plan in support of the institution’s overall needs. The plan is revised each year based on evolving funding, departmental/school needs, and changes in institutional priorities.

**II. Enterprise Development**

**Objective:** Implement initiatives to promote enterprise development and build institutional capacity within Benedict College and the surrounding community (Business Development Center, Academic Affairs, Institutional Advancement).

**Strategies:**
- Identify internal enterprise partners (students, faculty, community) within the college and community and develop action plan. (Fall, 2018)
- Assign and engage faculty and staff with subject matter expertise as content facilitators and specialized trainers of incubator tenants and community business owners. (2018-2019 & 2019-2020)
- Create an enterprise strategic plan (marketing, budget, etc.) that outlines opportunities for public and private enterprise partnerships (i.e., revenue generating projects, special events, social enterprise, training programs, for use by the College. (Fall, 2018)
- Identify faculty and students to assist with research and implementation and develop specific learning objectives for 2 collaborative community based projects per semester. (2018-2019 & 2019-2020).
- Secure resources (i.e., staff, students, community representatives) to assist with grant writing, fundraising and private financing efforts for the initiatives. (Ongoing: 2018-2023)
- Identify a minimum of two social enterprise projects that can be implemented within the community and staffed by students (i.e., hotel, retail store, service, etc.) (2018-2019)
- Prepare an assessment tool to evaluate each initiative to include recommendations and stakeholder input. (2018-2023)
• Leverage the experience, expertise and outreach capacity of the Business Development Center and Academic Affairs to be hubs of public-private partnerships and to provide specialized workforce development to key economic sectors with a specific focus to support the socio-economic competitiveness trajectory of the city and state (2019-2023).
• Leverage the outreach and capacity of the Post Office and Print Shop to increase external business and generate revenue. (Fall 2018).
• Secure an agency or internal marketing support to develop promotional materials to attract clients, create an enterprise logo and engagement brand for the Business Development Center and Print/Postal shop (2018-2019).

Objective: Promote and inspire innovation across all academic disciplines and enterprise programs.

Strategies:
• Provide fee-based, short-duration industry certifications that are available for individuals on the campus and in the community (2019-2020, 2020-2021)
• Leverage the Business Development Center as the driver in the city and state to address socio-economic competitiveness challenges in minority communities. Begin by featuring prominent guest lectures from business and philanthropic organizations, specifically technology, to strengthen the link between coursework (students) and real-world entrepreneurial settings (incubator clients). (2019-2020)
• Create entrepreneurial spaces that promote collaborative strategies which incorporate student voice and presence via internships, job-shadowing, and related experiential learning experiences. (2018-2023)
• Secure a corporate partner for the Student Innovation Center in the Business Development Center to support student and industry engagement, improve student’s soft-skills, engage the College with industry in a mutually beneficial engagement that delivers a business solution to industry and financial partner to the College. (Spring 2019).
Capacity: Human Resources, Facilities (Student Living and Faculty/Staff Work Space)

Goal: Utilize an updated Master Plan and Facilities Maintenance Plan to create and sustain a technology and physical environment that is stable and resilient. (Business Office, Institutional Advancement, Physical Plant, IT)

Objective 1: Update the Campus Master Plan

Strategies:
- Assess the adequacy of current facilities (academic, academic support, athletics, office space, student support) and how best to maximize their purpose, whether by re-assigning programs, renovating space, or replacing the building. (2018 – 2019)
- Establish phased growth based on safety, need, comfort, curb appeal and branding. (2019)
- Engage an architectural firm to discuss updating the master plan. (2019)

Objective 2: Develop and implement a Facilities Maintenance Plan

Strategies:
- Conduct routine, quarterly inspections of facilities and document and report findings and next steps to the weekly Physical Plant/Housing team and the President. (2018)
- Develop and administer annual surveys to determine student, faculty, and staff satisfaction with facilities and follow up with improvements needed. (2018 – 2023)
- Identify resources needed to improve conditions of facilities. (2018 – 2023)
- Target sponsors and identify grant funding for facilities maintenance. (2018 – 2023)
- Train personnel and get student/faculty/staff buy-in on green and recycling campaigns. (2019 – 2023)

Goal: Provide human resources (faculty and staff) to adequately accommodate the working, living, and learning environment needed to support the mission of the College

Objective 1: Assess and recruit the number and qualifications of faculty needed to implement the academic program based on student population and market demands.
Strategies:
• As applicable, apply data on faculty/student ratios provided by accrediting agencies and by higher education organizations such as SCICU, UNCF, and NAFEO to help determine the number of faculty needed at the College and in the various disciplines (2018-2023)
• Recruit and appoint faculty with qualifications required for instruction in the various disciplines at the College. (2018-2023)
• Engage faculty in continuing and expanding the historical mission of the College (2018-2023)
• Identify and engage faculty who understand and embrace the learning styles of a diverse student population. (2018-2023)
• Identify and engage faculty who understand and embrace the need for superior customer service. (2018-2023)

Objective 2: Provide essential resources to strengthen and support faculty in their teaching, research and service functions

Strategies:
• Provide professional development (e.g., conferences, webinars) and training (e.g., pedagogy, technology). (2018-2023)
• Offer competitive salaries and benefits to attract and retain high quality faculty. (2023)

Goal: Build and maintain an Office of Human Resources that is capable of providing comprehensive human resources services to College.

Objective 1: Restructure the HRO and Payroll functions to create efficiencies, reduce redundancies and focus on the current and future needs of the faculty, staff and the overall business organization.

Strategies:
• Leverage the HR and payroll modules of Jenzabar to realign and restructure the HR and Payroll functions of the College (2019).
• Benedict faculty and staff positions will be designed based upon best practices utilizing SHRM and other comparable metrics to fit the College’s diverse population.
• Management and staff training and development will be campus-wide priority.
• Performance management will be based on annual performance appraisals which determines employee performance base rating, expectations and objectives.
• Build a dialogue with employees that represent the College culture and embraces employee performance and accountability as well as customer service.
• Acknowledging the importance of employee’s value and appreciation by developing employee relations programs/events that create open, honesty and support between management and employee.
• Provide a consistent and comprehensive service and benefits counseling and programs that enhance the well-being of our employees and their families.
• Continue to partner with brokers that will market our benefit coverages for the best cost control, value and design.
**Giving and Growing: Business and Finance & Institutional Advancement**

**GOAL:** To build upon and strengthen current revenue streams, identify and implement new revenue streams, and enhance business and development operating processes for improved efficiency and investment of resources.

**Objective 1:** Increase income from tuition and fees by 15% annually. (Business & Finance, Financial Aid, Enrollment Management, Communications & Marketing).

**Strategies:**

- Implement the “tuition reset” plan to support the College while remaining competitive with peer institutions. (2018)
- Improve the collection of current tuition and fees by 15% per year by implementing the new requirement that students pay 90% of their current tuition and fees as well as any past due tuition and fees in order to complete registration clearance (2018-2023)
- Improve the collection of past due tuition and fees by 15% per year by outsourcing the collections function. (2018-2023)
- Monitor and support efforts to increase student enrollment by 2.5% each year in order to sustain a student population that will support the College (2,400 students in Year 5). (2018-2023)

**Objective 2:** Increase income generated by externally funded programs by 2% each year beginning with Year 2, 2020. (Business & Finance, Financial Aid, Enrollment Management, Communications & Marketing, Institutional Advancement)

**Strategies:**

- Expand existing and seek out additional partnerships with regional employers that result in scholarship and/or infrastructure support to the college and enhanced opportunities for internship experiences and post-graduate employment for Benedict students. (2018)
- Conduct a cost analysis for operating funded programs, to include sustainability, and an assessment of indirect costs, staff support, etc. generated by funded programs, and use results to enhance the generation of externally
funded programs. (2019, 2021, 2023)

- Secure specialized external consultants to conduct focused grant writing workshops for specified targeted needs at the College. (2018-2023)
- Engage more faculty and staff in generating grants that will benefit the College via indirect costs and faculty/staff support. (2010-2023)
- Establish incentives to faculty and staff for securing funded grants. (2018-2023)
- Restructure the Business Development Center (BDC) to bring client rentals to market rate (rates have not changed since inception 7 years ago).
- Increase collaboration between the Business Development Center and Academic Affairs, especially Career Pathways Initiative (CPI), to leverage and expand private participation and sponsorship of programs and activities targeted to increase workforce skill development in the community and on campus. (2019)

Objective 3: Strengthen the College’s fundraising program. (Institutional Advancement, Communications and Marketing).

Strategies:

- Realign staff to conduct best practice fundraising and donor stewardship functions. (2018-2019)
- Develop an Institutional Advancement operations manual to enhance efficiency and consistency in the execution of fundraising processes and procedures. (2018-2020)
- Enhance essential technology-based fundraising support systems to increase productivity and effectiveness. (2018-2019)
- Develop a comprehensive case for support for College-wide signature programs with marketing collateral and a multi-media package. (2018-2019)
- Secure a minimum of $1 million in support from alumni annually and increase alumni giving participation by a minimum of three percent each year. (2018-2023)
- Revamp and relaunch planned giving program. (2018-2019)
- Develop an enterprise brand and implementation plan to support alumni affairs, corporate and foundation relations, major and planned gift acquisitions, church relations and other key areas of Institutional Advancement, including interactive social media. (2018-2019)
- Use the College’s most recent feasibility study to evaluate the feasibility of a capital campaign. (2018)
- Provided a capital campaign is deemed feasible, establish fundraising targets and resource needs for the campaign. (2019)
- Identify, qualify, cultivate and solicit lead donors to support the initiatives of the capital campaign. (2021-2023)
- Conduct the capital campaign. (2023)
Objective 4: Restructure the College as needed to effect cost-savings by 10% (Business and Finance).

**Strategies:**
- Review of all staff positions against institutional (peer) and agency (SACS-COC; DOE etc.) benchmarks to ensure the appropriateness of staffing levels in all areas of the institution.
- Reinvestment of a small portion of the salary savings (approximately 20%) toward strategic hires of highly qualified staff in the areas of Institutional Advancement, Student Retention and Enrollment Management to significantly increase the revenue generating potential for the College.
- Review the current academic structure and majors with a focus on existing programs that have clear potential for enrollment expansion and thus for increased incoming resources, as well as a focus on programs with low yield for the College. (2019)
- Assess and re-structure (streamline) non-academic divisions and departments to effect cost savings. (2019-2023)
- Using best practices (Clark Atlanta, Clemson), restructure the Print Shop, Post Office and marketing functions to one division to create a one-stop-shop for creative and mailing services targeted to internal departments as well as external customers (revenue) (2018-2019).

Objective 5: Implement 3 new streams of revenue each year for the College (Business and Finance, Academic Affairs, Enrollment Management)

**Strategies:**
- Research the College’s capacity to offer on-line degree and certification programs. (2019)
- Explore on-line entrepreneurship, certificate, and community interest programs. (2019)
- Offer and assess on-line undergraduate degree and certification programs at the college. (2020-2023)
- Offer and assess on-line graduate degree graduate program (MBA) at the college. (2020-2023)
- Offer and assess on-line entrepreneurship, certificate, and community interest programs. (2019-2023)
- Research and develop College enterprises, including Print Shop services for the community, the Business Development Center, and the Community Development Corporation to generate revenue for the College. (2019)
- Implement College enterprises, including Print Shop services for the community, the Business Development Center, and the Community Development Corporation to generate revenue for the College. (2019-2023)
- Clarify and streamline processes for utilization of College facilities by external entities. (2019)
- Implement College facilities rental policies and procedures to generate revenue by capitalizing on the College’s fixed assets (including the football stadium, gymnasium, campus center, chapel). (2018-2019)
Objective 6: Implement upgraded technology resources to make business operations more cost- and time-efficient. (Business and Finance, IT, Physical Plant).

Strategies:

- Develop and implement a technology resource campaign to secure additional technology resources to provide up-to-date equipment and software for continuous administrative process improvements. (2019, 2021, 2023).
- Conduct an ongoing review and improvement of technology infrastructure. (2018-2023)
- Automate and centralize all purchasing and procurement functions in order to ensure the most competitive pricing for the College on all goods and services.
- Comprehensive review of all vendor contracts to identify and eliminate any redundancies or unnecessary services. RFP all existing services not currently subject to a long term contract in order to test the market for savings. (2019)
- Establish an operating reserve sufficient to insulate the College from minor setbacks associated with endowment portfolio performance or funding policy shifts. (2019)
- Divest the College of all non-contiguous campus properties that are not directly tied to the mission and/or do not provide a source of revenue to the institution. (2019)
- Address long overdue deferred maintenance needs in order to protect and preserve the investment in existing campus resources and structures. (2019)
- Establish a process for review, revision, and approval of business related policies and procedures to ensure implementation of process improvements as necessary. (2018-2019)
- Implement business reporting procedures that will facilitate effective administrative decision making. (2018-2023)
- Engage business office staff in training towards increased productivity and effectiveness. (2018-2023)
- Utilize JenzabarEX HR and Payroll modules to realize efficiencies and reduction of errors (2019).
Marketing and Communications

Goal: To increase the overall visibility of the College and to enhance its reputation among both internal and external audiences.

Objective 1: Strengthen the Benedict College brand through strategic, consistent and accurate communications.

Strategies:
- Complete marketing and communications plan to support THE BEST Plan. (2018)
  - Complete brand policy guide, including social media guide, for campus use. (2018)
  - Complete Benedict Brand Narrative. (2019)
  - Raise awareness of Benedict’s academic programs featuring: Cybersecurity, Business, STEM, Education and Mass Communications.
  - Highlight Benedict’s commitment to community engagement through educational, technical and professional programs and activities sponsored via the BDC. (2018)
  - Support recruitment of students connected to the mission and approach
  - Support fundraising and revenue generation efforts thru strategic marketing campaign design and implementation and timely, digital and traditional collateral development.
  - Highlight outcomes and programs that underscore Benedict’s economic competitiveness and student successes targeted to policymakers and key influencers (2018)

Objective 2: Encourage collaboration between media relations, digital communications, and marketing to better coordinate efforts and strengthen the reach of messaging.

Strategies:
- Establish a strategic partnership with divisions by attending department meetings to improve messaging and increase collaboration between divisions. (2018)
- Provide and implement a multi-channel approach to all marketing initiatives (2018)
- Use photography and video to highlight the key elements of the Benedict brand (2018)
- Analyze internal and external surveys to address perception issues. (2019)
- Collaborate and strategically align resources to make the best investment in media-centralize all media buys. (2018)
Objective: Use social media to strengthen the College’s reputation and encourage engagement

Strategies:
- Create a social media policy to ensure that all social media managers across the college engage in practices that are consistent, accurate and comply with the branding policies. (2018-2019)
- Incorporating the student voice into social media efforts (2018-2023)
- Developing robust social media campaigns in support of fundraising, recruitment and retention efforts.

Objective: Support recruitment and fundraising efforts

Strategies:
- Establish a bi-monthly Communications and Enrollment Task Force to work with enrollment management to develop clear communications strategies for communicating with prospective students and admitted students. (2018-2023)
- Time advertising efforts to support the recruitment cycle. (2019-2023)
- Target advertising in areas that are key targets for Admissions. (2019)
- Work with and attend regular meetings with the Office of Institutional Advancement to establish timelines that allow for timely development of materials. (2018-2023)
- Work and partner with Institutional Advancement to create multi-platform marketing campaigns to feature donors, alumni, giving projects and special events. (2018)
- Leverage and benchmark the giving strategies and collections of the alumni and church relations to position the school as a leader in these categories. (2018)
- Develop robust strategies for recruiting transfer and graduate students.
- Support new programs and programs with room for growth with multi-channel marketing campaigns.
- Identify trending topics to create content and curate content that is relevant to Benedict, HBCU’s and the region. (2018)
- Providing a toolbox for faculty and staff to access when creating division communications materials. (2019)
- Host workshops, once a semester, for faculty and staff to learn more about the college’s branding and communications efforts and encourage social media participation. (2019)
- Encourage support and promotion of IAMBenedict and develop enterprise logos and social media sites for key departments.
- Work with Student Affairs and Housing to engage students on the college’s social media sites to increase positive engagement. (2018)
Objective: Develop relevant content to reinforce the Benedict brand

Strategies:

- Promote Faculty (based on strategic majors from the strategic plan) and Staff to media experts by developing an BC experts guide, nominate faculty and staff for awards, host media training for faculty.
- Promote Faculty and Staff to prospective students and current students to support retention, recruitment.
- Promote BC Alumni Faculty and Staff to prospective students and current students to fundraising, retention, and recruitment.
- Develop an experts guide cataloging faculty expertise;
- Using ProfNet to pitch faculty experts to national media;
- Host media training sessions for faculty and staff; and nominate faculty and staff for media awards. (2019-2023)
- Use social media to engage with PR targets/influencers in Higher Education, HBCU, STEM and minority STEM groups, minorities and women in STEM and Technology. (2018-2023)
- Feed social media with PR content – original and curated. (2018-2023)
- Identify lists, contests and other ways for Benedict to be featured through media and blogs (2019-2023)
- Develop a calendar for media awards and nominate the university for strategic awards. (2018-2023)
- Integrate student’s voices and experiences on social media and in pictures and video. (2018-2023)

Objective: Redesign the Benedict College website

Strategies:

- Re-design the homepage to serve as a “front door” for prospective students. (2018)
- Leverage the website to engage prospective donors, corporate partners, and alumni to encourage gifts. (2018-2023)
- Organizing content to be easily accessible for current students and faculty and staff (2018-2019).
- Showcasing the campus through real-time imagery and multimedia (2018-2019)
- Highlighting the university’s academic offerings to ensure prospective students can easily identify and learn more about their programs of choice. (2018-2023)
STRATEGIC PLANNING EXECUTIVE COMMITTEE

The Strategic Planning Executive Committee is responsible for ensuring that the Strategic Plan for the Future of Benedict College is developed and implemented throughout the College, that assessment reviews are conducted periodically during the year, and that the Plan is modified if necessary based on assessment results.

The Committee is composed of:

- Dr. Roslyn C. Artis, The President
- Dr. Ceeon Q. Smith, The Chief of Staff
- Dr. Ruby W. Watts, The Executive Vice President
- Dr. Janeen P. Witty, The Vice President for Academic Affairs
- Mrs. Brenda Walker, The Vice President for Business and Finance
- Dr. Emmanuel Lalande, The Vice President for Enrollment Management
- Mrs. Leandra Hayes-Burgess, The Vice President for Institutional Advancement
- Mr. Gary E. Knight, The Vice President for Student Affairs
- Mr. Willie Washington, The Director of Athletics
- Mr. Larry Salley, The Director of the Benedict-Allen Community Development Corporation
- Ms. Ernestine Howell ’74, Member, Benedict College National Alumni Association
- Mrs. Doris W. Johnson, Member, Benedict College Board of Trustees

Subcommittee Chairs

- Dr. Dawn Mills Campbell
- Ms. Gina Moore
- Mr. Scott Blanks
- Mr. Jacob Koon
- Ms. Tondaleya Jackson
- Mr. Dennis Switzer

Ex-officio:

- Ms. Kymm Hunter, The Assistant Vice President for Communications and Marketing
- Mr. John Langley, The President of the Student Government Association
- Ms. Lateefah McKee, Miss Benedict College 2017-2018
- Mrs. Janina Coleman, Recorder
Vision Statement, Mission Statement, Core Values
Dr. Ceeon Q. Smith, Chair
Dr. Roslyn C. Artis
Dr. Janeen P. Witty
Dr. Samuel Darko
Mrs. Ada B. Belton
Mr. Jacob Koon
Ms. Deborah McKenzie
Mr. Ikeem Harper (Freshman Class President)

Environmental Scanning
Dr. Dawn Mills Campbell, Chair
Dr. Roslyn C. Artis
Dr. Ceeon Q. Smith
Dr. Chasistity Springs
Mr. Gary E. Knight
Mrs. Brenda Walker
Mr. Larry Salley
Mrs. Monique Rickenbaker
Dr. Tracy Dunn
Dr. John Miller
Dr. Leon Geter

Enrollment and Retention
Dr. Janeen P. Witty, Chair
Dr. Damara Hightower
Dr. Emmanuel Lalande
Ms. Keisha Montgomery
Mr. Gary E. Knight
Ms. Faye Hardy
Dr. Paula Shelby
Mrs. Wanda Scott-Kinney

Enrollment and Retention (cont’d.)
Mr. Todd Foster
Ms. Mildred Lenix
Ms. Tondaleya Jackson
Mr. Darren Clinton
Dr. Fouzi Aramash
Dr. Tracy Middleton

Business and Finance
Dr. Ruby W. Watts, Chair
Mrs. Monique Rickenbaker
Mrs. Jackie Brown
Dr. Victor Oyinbo
Ms. Nicolette Siddon
Mr. Willie Washington
Mr. Scott Blanks

Capacity (Human Resources)
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Ms. Lisa Taylor
Ms. Elaine Brown
Dr. Ceeon Smith
Mrs. Jenny L. Screen
Ms. Kymm Hunter
Dr. Tanya Brice

Student Living and Faculty/Staff Work Space (Facilities)
Ms. Gina Moore, Chair
Mr. Todd Foster
Ms. Karen Mitchell
Ms. Tanedra Washington
Dr. Milton Morris
Student Living and Faculty/Staff Work Space (Facilities) (cont’d.)
Dr. George Devlin

Innovation (Information Technology)
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Mr. Jesse Outen
Ms. Linda Allen
Mrs. Vareva Harris
Mr. Darren Clinton
Mr. Dave Mederios
Mrs. Darlene Zinnerman-Bethea
Ms. Keisha Montgomery
Mr. Keshawn Thomas
Mr. Jacob Koon
Dr. Burnett Joiner
Dr. Kimberly Stephens
Dr. Chasisity Springs

Benedict College Experience (Co-Curricular Programs) (cont’d.)
Rev. Thomas Davis
Ms. Diana Tobar (Student)
Ms. Kayla Montgomery (Student)
Ms. Lateefah McKee (Student)

Benedict College Experience (Co-Curricular Programs) (cont’d.)
Mr. Jacob Koon, Chair
Mr. Willie Washington
Ms. Teri Mills
Ms. Danielle Johnson
Mr. Gary Knight
Dr. Daniel Theriault
Mr. Jeorgie Hicks

Giving and Growing (Institutional Advancement)
Mrs. Leandra Hayes-Burgess, Chair
Mr. Dennis Switzer
Ms. Terry Jeffery
Mr. Larry Salley
Ms. Cassandra Williams
Mrs. Barbara Moore
Dr. Samuel Darko
Ms. Adrienne Milow (Student)
Ms. Ebony Randolph (Student)

Enterprise (Business Development Center, Grants)
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Mrs. Gabrielle Montgomery
Ms. Mary Davis
Mr. Todd Foster
Mr. Darryl Smalls
Dr. KenZoe B. Selassie
Mr. Larry Salley
Committed to the
The B.E.S.T. Plan