



## The Payne Experience 2009-2013 Strategic Plan Year Three Update

<b>Goal 1: Develop a strong institutional infrastructure.</b>
<b>Strategy 1.1 Develop and implement Payne Theological Seminary 5-Year Strategic Plan</b>
<p>The Payne board, administration, faculty, staff, and student body developed a comprehensive 5-year institutional strategic plan that was adopted by the Board of Directors in November 2009. The Payne Administration has developed an aggressive tracking and monitoring process for the strategic plan that connects with the seminary’s institutional effectiveness plan. Currently the seminary community meets quarterly to update the strategic planning efforts and to make any necessary course corrections on proposed work targets.</p> <p style="text-align: right;"><b>Status:</b> Substantially Complete</p>
<b>Strategy 1.2 Connect financial goals to institutional operations and infrastructure</b>
<p>The Payne finance team has instituted comprehensive accounting practices that have yielded an institutional unqualified audit for the last four years. The Payne Finance team and Administration has developed departmental budgets and clear cost management procedures for all institutional expenditures. The finance team has identified cost saving measures such as outsourcing non-instructional services to neighboring academic institutions.</p> <p style="text-align: right;"><b>Status:</b> Substantially Complete</p>
<b>Strategy 1.3 Strengthen Payne Theological Seminary assessment activities</b>
<p>Payne has prioritized strengthening assessment activities. The Seminary has contracted with several assessment experts to support this important work. Dr. Colleen DiRaddo from Palmer Theological Seminary was contracted to train the Seminary faculty and Administration on institutional effectiveness planning. Dr. John Harris, former ATS executive, was contracted to work with the faculty on the development of a comprehensive Master of Divinity program assessment plan.</p> <p style="text-align: right;"><b>Status:</b> Substantially Complete</p>
<b>Strategy 1.4 Develop Seminary policies and procedures</b>
<p>The Payne Administration researched best practice examples of comprehensive academic policies and procedures. Payne has developed an <u>Institutional Policy &amp; Procedures</u> manual that documents all Seminary policies and procedures. The administration has also developed a policy implementation process that centralizes all policy changes and disseminates changes globally.</p> <p style="text-align: right;"><b>Status:</b> Substantially Complete</p>

**Strategy 1.5 Strengthen Board operations**

Payne is a membership of Intrust, and has purchased several Board Development tools. The Payne Administration is committed to deepening the Board’s skills and has coordinated annual Board workshops on critical governance issues including long-term institutional sustainability planning, and entrepreneurial resource cultivation. Dr. Hanson, an Intrust consultant, facilitated a board workshop on November 16, 2011. The Payne Administration has also developed regular Board communication tools including mailings, and periodic Presidential E-Blast articles to ensure the Board is informed of Payne events, and programs.

**Status:** Substantially Complete

**Strategy 1.6 Explore development of an Advisory Board structure**

Since November 2009 the President’s Advisory Committee on Fundraising (PAC) has been operating. The President’s Advisory Committee on Fundraising is an advisory board comprised of members from the Payne Board of Directors, business community, theological community, Xenia and Wilberforce community, and Payne alumni. The PAC helps Payne think strategically about future institutional fund development opportunities. Recent topics of discussion have been entrepreneurial opportunities for faith based organizations. The PAC has been very helpful in bringing new people, ideas, and fundraising experience to the Payne community.

**Status:** Substantially Complete

**Goal 2: Develop a stable, growing, and diversified funding base for Payne Theological Seminary.**

**Strategy 2.1 Create a Fund Development Office at Payne Theological Seminary**

Dr. Leah Gaskin Fitchue, President, has been leading the development efforts at Payne for several years. The Association of Theological Schools and the President’s Advisory Committee on Fundraising (PAC) strongly recommended that the development team be strengthened with more human capacity. In May 2010 Payne hired a Director of Development. Payne has been working systematically over the last 18 months to implement the institutions development plan which focuses development efforts in five key areas, 1. Endowment fund development, 2. Planned giving, 3. Capital campaigns, 4. Grant resources cultivation, and 5. Special events. Payne realizes that the Development Department is working to implement a traditional fundraising model in a very non-traditional environment. The AME church provides amazing support to Payne, two-thirds of the seminary’s funding is from the National AME Church and six supporting Episcopal Districts. While acknowledging that the fundraising program at Payne is non-traditional, the Development team is committed to seeking effective strategies for diversifying the Seminary’s revenue streams.

**Status:** Substantially Complete

## **Strategy 2.2 Generate revenue from institutional fundraising efforts**

The Seminary has prioritized several areas to focus fundraising efforts. Currently the Seminary is focused on one capital campaign, creating an alternative institutional fundraising vehicle, and increasing individual donor gifts.

In May 2010 Payne launched a campaign to raise \$200,000 from the Board of Director's to support the renovation of Mitchell-Anderson Hall. Under the leadership of President Leah Gaskin Fitchue, through the last 24 months Payne has been working aggressively to rehabilitate Mitchell – Anderson Hall, built in 1891, the oldest building on the Payne Campus. The newly renovated facility, which is more than 5,000 square feet, will provide classroom space, meeting spaces, and house the Vinton R. Anderson Ecumenical Institute. On May 9, 2011 Payne Theological Seminary dedicated the Mitchell-Anderson Hall building and in November 2011 the building was used to host Founder's Day activities. The Board of Directors has realized their campaign goal and is currently working with the Seminary on phase two of the campaign which is raising money for furniture fixtures, and equipment for the facility.

In May 2011 Payne launched the Bishop Vinton R. Anderson Ecumenical Institute (BVRAEI). The Bishop Vinton R. Anderson Ecumenical Institute promotes the exploration of ecumenical religious thought, study, and practice in an Afrocentric theological setting. The Institute's programs include an annual ecumenical lecture, Seminary ecumenical consciousness and awareness building through courses that emphasize ecumenical thought, a post-graduate ecumenical fellowship in Bossey, Switzerland, and graduate and post graduate domestic ecumenical exchanges. Payne is currently re-activating an institutional 501C3 entity that will become a vehicle for donor cultivation through the BVRAEI. This new Institute at Payne creates a wonderful fundraising arm that Payne will use to increase public and private sector donations.

The Payne Alumni Association is working with Payne to raise \$75,000 to support the renovation costs of Mitchell-Anderson Hall by creating a Legacy Wall Tree. The newly renovated Mitchell-Anderson Hall will feature a beautiful bronze Legacy Wall Tree highlighting the names of past Mitchell Hall Residents. Payne Theological Seminary is steeped in rich history and many prominent AME Bishops, pastors, and clergy have been educated in the Mitchell Hall building and on the campus. Seeking to capture the memory of all past residents of Mitchell Hall Payne will unveil the Mitchell Hall Legacy Wall Tree May 2012.

**Status:** In Process

**Strategy: 2.3 Increase the amount of resources coming from the public and private sectors to Payne**

The Seminary develops and Annual Report that is shared with the General Board of the AME church. This document is being used with all fundraising proposals. The Development Team has queried the faculty on areas of interest regarding academic study and practical ministry. The seminary has specific interests in Ecumenism, AIDS outreach, and Prison Ministry efforts. The Development Office has subscribed to the Foundation Center and is has developed a comprehensive prospecting list of private and corporate foundations that support Payne’s areas of interest. The Development Team has initiated the development of an optimal grants office that houses all of the necessary documents and research needed to write winning proposals.

Board Vice-Chair, Bishop C. Garnett Henning, Dr. Fitchue, and the Payne Development team met with Mr. Joshua DuBois, Executive Director of the White House Office of Faith-based and Neighborhood Partnerships on, February 27, 2012. Mr. DuBois is helping Payne connect to the 12 Federal Agencies that have a faith based representative. Mr. DuBois facilitated Dr. Fitchue having a meeting with Rev. Brenda Girton-Mitchell, Director of the Department of Education Faith Based office. Rev. Girton-Mitchell is working to identify the HBCU certification process for Payne, which once achieved will provide an opportunity for Payne to access significant resources to strengthen the Seminary’s infrastructure.

**Status:** In Process

**Goal 3: Develop a premier educational campus for Payne Theological Seminary.**

**Strategy 3.1 Maintain and improve existing Payne Theological Seminary facilities**

Payne has prioritized the need to become a virtual campus that has excellent technological capacity. Digitally oriented students learn in new ways. To meet their needs and to maximize our educational effectiveness, we must keep up with innovations in information technology. Toward that end, the Payne computer network has been upgraded allowing increased internet access. The seminary has built a SMART room that allows Payne to offer technologically advanced instruction.

The Payne Facilities Team has developed a facilities maintenance and improvement plan incorporating green technology as much as possible. All Payne facilities have been assessed for needed repairs and or upgrades. All facility needs have been documented and prioritized. Mitchell-Anderson Hall has been fully renovated providing 5000 square feet of usable instructional and community meeting space. The Payne phone system has been upgraded to a digital format.

**Status:** Substantially Complete

**Strategy 3.2 Explore Payne Theological Seminary campus utilization**

The Payne facilities team has researched best practices for developing a substantive campus utilization plan. The research findings have been reviewed and a comprehensive utilization plan has been developed. The plan is being monitored by the Administration and Board.

**Status:** Substantially Complete

**Goal 4: Strengthen Payne Theological Seminary's enrollment efforts**

**Strategy 4.1 Strengthen Payne Theological Seminary student recruitment efforts**

Payne's Office of Enrollment Management developed an aggressive outreach and recruitment strategy for the 2011-2012 school year. The Payne leadership and the Academic Services Office participated in more than 10 AME District Conferences, meetings, and events. The goal is to increase the full-time online headcount by up to 15 percent annually. This goal was propelled forward, and for the 2011-2012 academic year the online student enrollment is 138.

The Payne leadership team is currently working to identify partial AME District scholarships for students living on campus. The goal is to increase full-time equivalent student residential recruitment by up to 15 percent annually.

The Payne Office of Enrollment Management has mapped out an initial 5-year recruitment plan for Payne Theological Seminary and is working to refine the plan and make it a reality for the institution.

**Status:** In Process

**Strategy 4.2 Improve student retention efforts at Payne Theological Seminary.**

The Seminary understands the importance of student retention. The Payne Office of Enrollment Management has developed several student satisfaction surveys as a tool to assess areas for improvement. Payne has also prioritized the need to be a student-focused institution that seeks to meet the needs of students first. Consequently, the Academic Services Office has worked hard to create a student-focused department culture that seeks to meet student needs expeditiously. The Payne Office of Enrollment Management has also instituted specific student follow-up protocols that have significantly decreased the number of students de-enrolling or hanging in limbo.

The Seminary goal is to maintain 95 percent of existing student population every year. Assessment activities help the seminary know how well it is doing to achieve this goal and allow the Academic Services Office to track its retention success based on this goal.

**Status:** Substantially Complete

**Goal 5: Provide Afrocentric curriculum that meets the needs of Payne's current and prospective students.**

**Strategy 5.1 Improve Payne Theological Seminary's curriculum**

Central to Payne Theological Seminary's drive for academic excellence is a commitment to assessment of learning outcomes for the continuous improvement of our academic programs. Payne has been working with a team of evaluative experts through the last 36 months to develop a comprehensive Master of Divinity program assessment plan. The Payne Master of Divinity program assessment plan has been completed and is currently being implemented.

Since April 2010, Payne has been working with Dr. Bruce Chaloux, a member of the Board of Directors of the Sloan Consortium, an organization dedicated to improving online and distance education, and the Director of Student Access and Programs and the Electronic Campus at Southern Regional Education Board to review Payne's online Master of Divinity program. From working with Dr. Chaloux, Payne's online program assessment plan has been drafted and is in the early stages of implementation. Payne has developed specific evaluative tools related to assessing online activities and is working diligently to strengthen the Master of Divinity online program.

**Status:** Substantially Complete

**Strategy 5.2 Explore opportunities for new degree programs at Payne Theological Seminary**

In May 2009, the Payne Board of Directors approved of Payne researching two-year degree options. The Payne Faculty Curriculum Committee has researched two-year degree programs and designed a two-year degree program structure for Payne to administer. This new two-year degree program was shared with the Board of Trustees at the November 2010.

The Payne Faculty Curriculum Committee has worked to re-design the existing Alternative Theological Education Program (ATEP). The re-designed certificate program will be marketed to the lay community of the AME Church. It is anticipated that this re-designed certificate program will be piloted in 2012.

**Status:** In Process

**Strategy 5.3 Strengthen Payne Theological Seminary student and faculty relations**

The Payne experience offers students an opportunity to develop leadership skills to realize their academic potential. The Payne faculty has created one opportunity for faculty and students to work together on research projects during one semester each year. The Payne Administration understands the importance of fostering community between online students, residential students, faculty, and staff. Each semester, Payne provides an opportunity for Payne faculty, online students, and residential students to fellowship at each scheduled intensive.

**Status:** Substantially Complete

<b>Goal 6: Enhance the quality of opportunities provided to Payne Theological Seminary faculty.</b>
<b>Strategy 6.1 Develop faculty policies and procedures handbook</b>
<p>The Payne faculty committee has revised the faculty policies and procedures in the faculty handbook and has ensured that they are a part of the Payne Institutional Policy and Procedures Manual. The faculty has instituted an annual review of the faculty policies and procedures.</p> <p style="text-align: right;"><b>Status:</b> Substantially Complete</p>
<b>Strategy 6.2 Develop a plan for faculty growth and development</b>
<p>The Payne Administration and the Academic Dean have developed a plan for faculty growth through the next five years. This plan lines up with an optimal faculty workload plan developed by the faculty. Current faculty workloads are being reviewed and realigned based upon the faculty growth and development plan.</p> <p>The Payne Finance Office has developed budgets for all major departments, including Academic Services and faculty. The Academic Services office budget is managed by the Academic Dean. The Payne faculty has identified professional development opportunities of interest annually, which are reviewed by the Academic Dean.</p> <p>Seeking to foster camaraderie and deepen personal connections, the Payne Administration has coordinated quarterly opportunities for faculty fellowship.</p> <p style="text-align: right;"><b>Status:</b> In Process</p>
<b>Strategy 6.3 Strengthen faculty assessment and evaluation</b>
<p>Payne Administration has designed a comprehensive Academic Dean assessment and evaluation process that is implemented annually. All faculty review processes and procedures will be reviewed by the new Dean expected to be hired in 2012.</p> <p style="text-align: right;"><b>Status:</b> In Process</p>

**Goal 7: Position Payne Theological Seminary as an excellent institution in the field of Theological Education.**

**Strategy 7.1 Re-brand Payne Theological Seminary**

Payne has worked to create a family of products that effectively communicate the “Payne Story” and effectively share information on the school’s degree programs. A comprehensive marketing plan has been drafted to guide all future external priorities through the next two years.

The Development office facilitated the launching of Payne’s new website in September 2011. The new website gives Payne a fresh look and has been well received. Payne is currently conducting surveys to assess the Payne community’s views of the new site.

**Status:** Substantially Complete

**Strategy 7.2 Increase Payne Theological Seminary’s presence in the field of Theological Education**

The Payne Administration and Faculty have developed a plan for increasing the school’s presence in the theological field. Toward that end, the Payne Administration and Faculty have developed a calendar that allows them to participate in a minimum of one external activity quarterly that can strengthen Payne or provide institutional visibility. The Payne Administration and Faculty also strive to annually participate in 10 AME or Ecumenical events.

The Payne Administration has developed a plan to strategically manage and strengthen existing Payne partnerships.

**Status:** Substantially Complete

**The Payne Experience: 2009-2013 Strategic Plan  
Summary of Progress in Implementing Goals & Strategies**

<b>Strategies</b>	<b>Beginning Stages</b>	<b>In Process</b>	<b>Substantially Complete</b>
Strategy 1.1 Develop and implement Payne Theological Seminary 5-Year-Strategic Plan			✓
Strategy 1.2 Connect financial goals to institutional operations and infrastructure			✓
Strategy 1.3 Strengthen Payne Theological Seminary assessment activities			✓
Strategy 1.4 Develop Seminary policies and procedures			✓
Strategy 1.5 Strengthen Board operations			✓
Strategy 1.6 Explore development of an Advisory Board Structure			✓
Strategy 2.1 Create a Fund Development Office at Payne Theological Seminary			✓
Strategy 2.2 Generate revenue from institutional fundraising efforts		✓	
Strategy 2.3 Increase the amount of resources coming from the public and private sectors to Payne		✓	
Strategy 3.1 Maintain and improve existing Payne Theological Seminary facilities			✓
Strategy 3.2 Explore Payne Theological Seminary campus utilization			✓
Strategy 4.1 Strengthen Payne Theological Seminary student recruitment efforts		✓	
Strategy 4.2 Improve student retention efforts at Payne Theological Seminary			✓
Strategy 5.1 Improve Payne Theological Seminary's curriculum			✓
Strategy 5.2 Explore opportunities for new degree programs at Payne Theological Seminary		✓	
Strategy 5.3 Strengthen Payne Theological Seminary student and faculty relations			✓
Strategy 6.1 Develop faculty policies and procedures handbook			✓
Strategy 6.2 Develop a plan for faculty growth and development		✓	
Strategy 6.3 Strengthen faculty assessment and evaluation		✓	
Strategy 7.1 Re-brand Payne Theological Seminary			✓
Strategy 7.2 Increase Payne Theological Seminary's presence in the field of Theological Education			✓