



The Payne Experience 2009-2013 Strategic Plan Year One Update

Goal 1: Develop a strong institutional infrastructure.
Strategy 1.1 Develop and implement Payne Theological Seminary 5-Year Strategic Plan
<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;">Status: Substantially Complete</p>
Strategy 1.2 Connect financial goals to institutional operations and infrastructure
<p>The Payne finance team has significantly strengthened the seminary’s accounting procedures through the last 24 months. Comprehensive accounting practices have been instituted and have yielded an institutional unqualified audit for the last three years. The Payne Finance team and Administration has developed departmental budgets and clear cost management procedures for all institutional expenditures.</p> <p style="text-align: right;">Status: In Process</p>
Strategy 1.3 Strengthen Payne Theological Seminary assessment activities
<p>Payne contracted with Dr. Colleen DiRaddo from Palmer Theological Seminary to come in and train the Seminary faculty and Administration on institutional effectiveness planning. Through the last 18 months, Dr. DiRaddo has guided Payne in the institutional effectiveness plan development process. Payne Institutional Effectiveness plan has been developed. Currently Payne’s Institutional Development Plan is being connected to the appropriate sections of the strategic plan, and the Master of Divinity program assessment plan.</p> <p style="text-align: right;">Status: In Process</p>
Strategy 1.4 Develop Seminary policies and procedures
<p>The Payne Administration researched best practice examples of comprehensive academic policies and procedures. Payne has developed an <u>Institutional Policy & 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;">Status: Substantially Complete</p>

Strategy 1.5 Strengthen Board operations

Payne has gained membership to Intrust, and purchased Board Development tools. Currently the Board is positioned to conduct an assessment of Payne’s institutional health by November 2010. The Payne Administration is committed to deepening the Board’s skills and has coordinated outside experts to train the Board in Planned Giving and Advanced Fundraising techniques.

Status: Beginning Stages

Strategy 1.6 Explore development of an Advisory Board structure

The Payne Administration has researched options for the Payne Board to implement an Advisory Board structure. During the November 2009 Board meeting, the Board approved the creation of the President’s Advisory Committee on Fundraising (PAC). The President’s Advisory Committee on Fundraising has been very helpful in bringing new people, ideas, and fundraising skill sets 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. During the May 2010 Board meeting, approval for additional development capacity was given. Following the May 2010 board meeting, Rev. Jules Dunham Howie was hired as the Director of Development. In August 2010, Ms. Dianne Turner-Ingham was hired as the part-time Development Associate. This dynamic team is working hard to capture the “Payne Story” and strengthen the Seminary’s development efforts.

Dr. Fitchue shared the Administration and PAC recommendations for the Payne Development Plan at the May 2010 Board Meeting. The Board affirmed the development plan presented, which prioritized five areas to focus development efforts. Payne’s institutional development areas are endowment fund development, planned giving, capital campaigns, grant resources cultivation, and special events. The Board discussed the unique fundraising realities of Payne Seminary. Dr. Fitchue commended the AME church for its amazing support and explained that two-thirds of the seminary’s funding comes from the National AME Church and the six supporting Episcopal Districts. While acknowledging that the fundraising program at Payne is non-traditional, the Development team is still committed to seeking effective strategies for diversifying our 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, developing a planned giving initiative, and increasing individual donor gifts.

Specifically, The *Ten for 10 and Twenty for 5 Campaign* was launched at the May 2010 Board of Trustees meeting. The *Ten for 10 and Twenty for 5 Campaign* is seeking to cultivate \$200,000 to complete the Mitchell-Anderson Hall renovation. Specifically, Payne is seeking 10 individuals who will Pledge, Promise, and Pay \$10,000, and 20 individuals who will Pledge, Promise, and Pay \$5,000 to support the re-development of Mitchell-Anderson Hall. Under the leadership of President Leah Gaskin Fitchue, through the last 18 months Payne has been working aggressively to rehabilitate the facility. With the support of Bishop C. Garnett Henning and the Third Episcopal District (in which Payne resides) the Divine Makeover campaign solicited hundreds of skilled construction trade volunteers and thousands of volunteer hours to support getting the facility to a point where it is ready for build out. While volunteers are still willing to support the project, resources are needed for materials to complete installation of new electrical, mechanical, and technological systems. The newly renovated facility, which is more than 5,000 square feet, will provide two very large classrooms, meeting spaces, will house the Vinton Anderson Ecumenical Center, and will feature archival research space.

The *Ten for 10 and Twenty for 5 Campaign* was well received at the May Board meeting, and \$135,000 was pledged to support the project. Payne has realized \$40,000 to date and has an aggressive follow-up plan to realize the outstanding pledges by October 2010. Payne is working to identify possible partnerships with the Greene Country Historic Preservation office and other local preservation offices to support completion of a renovation project.

Rev. Myron D. Howie, CEO of CASI Inc., a financial management firm, has provided two trainings to the Payne Board of Trustees on the importance of planned giving. CASI is working to develop a planned giving program for Payne to implement in the next 12 months. Seeking to stay connected to all donors on a regular basis, the Development team has created *The Payne Touch*. *The Payne Touch* is a vehicle that reaches out to all past donors and new prospects, sharing highlights on Payne’s recent accomplishments and appreciating all donors for their continued support of Payne.

Status: In Process

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

The Seminary has developed an external Strategic Plan and Institutional Report that will be sent with all fundraising proposals. The Report will be finalized by the end of October 2010.

The Development Team has queried the faculty on areas of interest regarding academic study and practical ministry. The seminary has specific interests in AIDS outreach and Prison Ministry efforts. The Development Office has subscribed to the Foundation Center and is currently developing a comprehensive prospecting list of private and corporate foundations that support Payne's areas of interest.

The Development Team is creating an optimal grants office that houses all of the necessary documents and research needed to write winning proposals.

During the month of September 2010, Dr. Fitchue and the Payne Finance team visited the Department of Education in Washington, DC. The team is working to identify Federal resources that may be able to help Payne strengthen the school's infrastructure.

Status: Beginning Stages

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 is also building a SMART room that will allow 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.

Currently, the Mitchell-Anderson renovation and the SMART room are the major institutional facility projects.

Status: In Process

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 are currently being reviewed. It is anticipated that a comprehensive utilization plan will be developed by the end of the 2010-2011 academic year.

Status: Beginning Stages

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 2010-2011 school year. The Payne leadership and the Academic Services Office participated in more than 12 AME District Conferences, meetings, and events. The goal was to increase the full-time online headcount by up to 15 percent by 2010-2011 academic year. This goal was realized, and the current online student enrollment is 115.

Payne’s Office of Enrollment Management developed an aggressive outreach and recruitment strategy for the 2011-2012 school year. 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 by the 2011-2012 academic year.

The Payne Office of Enrollment Management is working to create a 5-year recruitment plan for Payne Theological Seminary by December 2010.

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 is working to create a student-focused department culture that seeks to meet student needs expeditiously.

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: In Process

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 Dr. John Harris through the last 24 months to develop a comprehensive Master of Divinity program assessment plan. The Payne faculty has recently completed the curriculum student learning outcomes and developed a comprehensive assessment plan and a Matrix for tracking and monitoring the assessment process. The curriculum assessment plan is currently being implemented.

The Seminary has prioritized the need to assess the online program. Substantial progress has been made toward achieving this priority. Dr. Bruce Chiloux from the Sloan Consortium was invited to assess Payne's online program and to assist the school in developing a comprehensive online program assessment plan. Payne's online program assessment plan has been drafted and is being reviewed for implementation.

Status: In Process

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

Determining where to add or whether to add new programs at the graduate level requires internal assessment and market research. The Payne Board of Directors approved of Payne researching two-year degree options in May 2009. 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 will be shared with the Board of Trustees at the November 2010 meeting for approval.

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 the summer of 2011.

The Bakke/Payne Doctor of Ministry Program has been strengthened, and Payne is working to aggressively recruit students for the program. The second cohort, starting in November 2010, has 12 participants, and Payne is actively recruiting for the third cohort.

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: In Process

Goal 6: Enhance the quality of opportunities provided to Payne Theological Seminary faculty.
Strategy 6.1 Develop faculty policies and procedures handbook
<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.</p> <p style="text-align: right;">Status: Substantially Complete</p>
Strategy 6.2 Develop a plan for faculty growth and development
<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 for the 2010-2011 year, which are being considered 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;">Status: In Process</p>
Strategy 6.3 Strengthen faculty assessment and evaluation
<p>Payne Administration has designed a comprehensive Academic Dean assessment and evaluation process that is implemented annually. The Academic Dean and Administration have instituted a comprehensive faculty assessment process that is fully outlined in the faculty handbook.</p> <p style="text-align: right;">Status: Beginning Stages</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 is being developed to guide all future external priorities through the next two years.

The Development office has been tasked with re-launching the Payne website. Surveys have been conducted with students, faculty, and staff to identify what is successful and where the opportunities are for improvement of the current website. The Development team has created a comprehensive website architecture, and the new site is currently under construction. The goal is to launch the new Payne website in October 2010.

Status: In Process

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

The Payne Administration and Faculty are working to develop 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: In Process



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

Strategies	Beginning Stages	In Process	Substantially Complete
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		✓	