

Barber-Scotia College

Strategic Plan 2022-2027



Faith Hall



**3-Year Strategy for Stability and
5-Year Process for Sustainability Plan**

A Message From Leadership

Barber-Scotia College is a private, co-educational, historically black college located in Concord, NC, and was founded in 1865 by the Presbyterian Church (USA). We are certain that because of her founding Christian principles, *"In the beginning Faith, and yes, even now Faith,"* she has stood the test of time. Our faith remains and now, some 155 years later, she is poised for a Renaissance!

This strategic plan and the efforts that preceded it indeed represents a new beginning – a Renaissance. Our alumni and other newly engaged stakeholders are excited and can now see and embrace the vision of the college. Right now, Barber-Scotia College is a "diamond in the rough" but we all know that it has the potential to shine brightly in the larger field of higher education.

As you will note, the re-gaining of accreditation sits squarely at the heart of this plan. Having lost its accreditation in 2004, it is no secret that enrollment plummeted, and the college became financially unstable. Still, past administrators and the skeletal staff of volunteer faculty, filled with compassion, continued to meet the challenges and serve students who wished to obtain their degree from Barber-Scotia College.

We now carry those lessons from the past and move courageously into the future with a major goal of re-gaining accreditation in five years (or less). To do this, we know that we will need strong leadership, strong academic programs, and a strong sense of commitment from our alumni, community, and friends. This is reflected in our plan which is both aspirational and pragmatic. We are buoyed by the national renaissance for HBCUs in general and by the success stories of specific HBCUs

who have shown resilience and withstood similar challenges.

Our inclusive planning process, led by the Chair of the Board of Trustees and the Interim President, has ignited excitement amongst our alumni and other stakeholders. We are thankful for the National Alumni Association and others who have 'stepped-up' to ensure that Barber-Scotia College will never close her doors! It has never happened, and we have vowed to never let it happen.

We invite you to add your faith to ours as we renew our commitment to the mission and refresh our focus on the vision for Barber-Scotia College. With this renewal and refreshing, we can let the Renaissance begin!

Let's Go Sabers! #Renaissance!

Sincerely,



Roberta Huger Pinckney, '69
Chair, Board of Trustees



Dr. Tracey Hardiman Flemmings, '86
Interim President

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MISSION

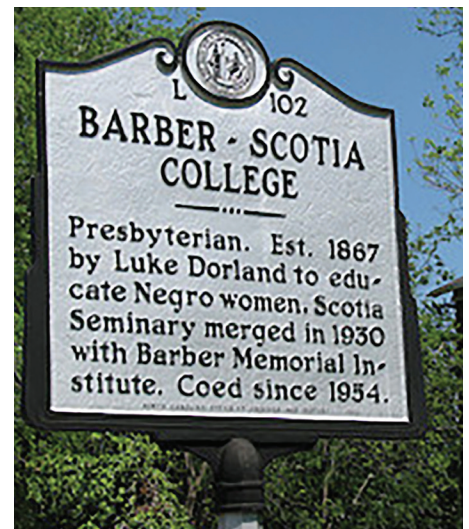
The Mission of Barber-Scotia College, through its quality academic and training programs in a Christian setting, is to produce creative, innovative, and lifelong learners. Our students will benefit from a traditional academic degree and a skills-based education that is inclusive, affordable, and accessible, allowing them to be major players in a global marketplace.

VISION

We envision Barber-Scotia College as a premier institution of higher learning that is committed to preparing students for success in a global society. Graduates will be productive citizens, and many will be known globally for their great contributions to humanity and society.

CORE VALUES

Integrity
Spirituality
Critical Thinking
Inclusion
Innovation



Leadership and Financial Strength: Build Operational Capacity

STRATEGIC GOAL ONE: LEADERSHIP AND FINANCIAL STRENGTH

Build Operational Capacity

Rationale:

The college recognizes that effective governance ensures fiscal prudence and sound policymaking which will enable the college to develop sustainable resources (human, financial, and capital) that provide for the needs of the institution and the advancement of the mission.

Effective leadership is essential. "Everything rises and falls on leadership," is a noted quote from author, John Maxwell. Only competent, collaborative, and committed leadership – at all levels – will ensure that B-SC indeed rises.

STRATEGIES

Leadership:

1. Annual training for Board of Trustees, preferably via objective or external partners.
2. Identify proven and effective senior leadership (President & Sr. Administration) committed for at least three years of intentional capacity building and succession planning.

Fiscal Strength:

3. Annually develop a goals-driven budget reflective of grassroots involvement and highlighting sources of revenue and rationale for expenditures.
4. Achieve financial equilibrium by securing short-term (3 years) funding to minimize the vicissitudes of fiscal instability during capacity-building phase.
5. Build sound financial base with emphasis on enrollment/tuition, retention, philanthropy, and cost-containment strategies.
6. Build endowment as it ensures long-term fiscal stability and provides donors with non-operational funding option.

KEY PERFORMANCE INDICATORS

Board composition, diversity, and board development (fundraising)
CEO selection with a 3-Year contract
Operational balanced budget
Facilities plan

Academic Core: Strengthen and Evaluate Current Programs

GOAL TWO

STRATEGIC GOAL TWO: ACADEMIC CORE

Strengthen Current Programs

Rationale:

While there are many ideas expressed about the future of B-SC and many of them can indeed become opportunities, the college currently offers three academic programs that must be strengthened.

We must demonstrate institutional effectiveness where we are. The management, monitoring, and continuous improvement of the academic core is the foundation of all efforts.

STRATEGIES

1. Conduct internal Academic Program Reviews (APR) for Bachelor of Science in Business Entrepreneurship; Bachelor of Arts in Religious Studies; and Bachelor of Science in Renewable Energy/Sustainability.
2. Analyze data to identify needs and address them accordingly.
3. Identify and secure additional qualified faculty to coordinate programs of study, provide curricula enhancements, and advise students.
4. Identify, admit, and enroll eligible students with a target of at least 20 per academic program.
5. Emphasize enhancement of Religious Studies in alignment with target accreditation agencies' requirements.
6. Establish joint programs with local school districts and/or partnering colleges for student access and recruitment.

Ongoing:

7. **Faculty:** Strengthen the academic core by recruiting "best in class" faculty in all programs.
8. **Curriculum Reform and Innovation:** Academic Program Review based on student success metrics, workforce expectations, faculty productivity, and market relevance.
9. **Students:** Strengthen enrollment by recruiting students in all academic programs.

KEY PERFORMANCE INDICATORS

APR to include clear recommendations
 Faculty recruitment by program
 Student recruitment by program
 Rubric to vet new opportunities

GOAL THREE

Accreditation: Plan the Path Forward

STRATEGIC GOAL THREE: ACCREDITATION

Plan the Path Forward

Rationale:

Accreditation, a rigorous and voluntary process that institutions undergo to demonstrate compliance with common higher education practices, is critical and is a necessary distinction to ensure uninterrupted federal funding.

Imbedded in the standards of regional and national accreditation agencies is the pathway to progress for B-SC which ultimately leads to the restoration of full accreditation.

STRATEGIES

Leadership:

1. Review and consider all regional/national accreditation agencies' standards and inquiry processes.
2. Take initial steps in application process for each accreditation agency deemed appropriate and in alignment with the B-SC mission.
3. Cross-reference agency standards and identify common financial and academic expectations.
4. Develop strategic goals based on analyses, common themes, and relevance to existing programs and services.
5. Establish the Office of Institutional Effectiveness as an administrative component to ensure that there is a structure to determine whether B-SC is advancing its mission and strategically attaining its institutional goals.

KEY PERFORMANCE INDICATORS

Accreditation agency identified
Application process begun

Established Office of Institutional Effectiveness
3-Year operational plan based on accreditation compliance expectations
Annual report to stakeholders

Community Trust: Listen, Learn, and Leverage

GOAL FOUR

STRATEGIC GOAL FOUR: COMMUNITY TRUST <i>Listen, Learn, and Leverage</i>	
Rationale:	<p>We trust our friends to tell us what we need to hear – not necessarily what we want to hear. And much has been said by many who hold a stake in the future of B-SC. To our friends, we must listen intentionally, learn intently, and then leverage this effort to advance mission-centric emergent opportunities.</p> <p>This investment of time to listen, learn, and leverage is foundational to the next era of B-SC's evolution as we must intentionally nurture mutually beneficial partnerships and collaborations.</p>
STRATEGIES	
	1. Create a culture of collaboration to build B-SC brand, image, and resources with an emphasis on the following groups:
Alumni:	2. Build on the growing momentum of alumni financial support via formal and informal communications regarding the present status and future promise of B-SC.
City of Concord:	3. Re-establish and build on the stated commitment to support B-SC in its efforts to re-imagine its position in society and service to the Concord community, in particular.
Regional and National Partners:	<p>4. Build on the renewed national interest in HBCUs to reposition B-SC as a viable option for students interested in HBCUs.</p> <p>5. Develop a Case Statement to pique the interest of potential investors and donors.</p>
KEY PERFORMANCE INDICATORS	
	<p>Established alumni engagement (and accountability) efforts</p> <p>Established City of Concord engagement (and accountability) efforts</p> <p>Formal partnerships and agreements with external organizations</p> <p>Annual report to stakeholders</p>

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Acknowledgements

The Chair of the Board of Trustees would like to acknowledge the steadfast leadership of the Board and the Interim President, Dr. Tracey H. Flemmings. It is clear that both passion and a sense of purpose are driving forces in this most important work.

Barber-Scotia College is blessed to have many partners and stakeholders who made generous contributions of their 'time, talent, and treasure' in the development of this plan:

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College and Community Engagement Planning Participants

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Ms. Josephine Smith, Trustee
Ms. Pam Day, Trustee and President of National Alumni Association (NAABS)
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The Wesley Peachtree Institute

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