Bennett College

5-Year (2012-2017) Strategic Plan for Operational Effectiveness
The President’s Message

Following its founding in 1873, Bennett College was reorganized in 1926 for the express purpose of educating, nurturing, and preparing African-American women to assume leadership roles in the workplace, throughout society and the world. A private, four-year Liberal Arts College in Greensboro, North Carolina, we have sought to distinguish ourselves as one of only two historically black women’s colleges in the United States. Our mission further promotes the acquisition of life skills that lead to success in a technologically advanced, complex global environment. The vision for this institution includes four key focus areas: global awareness, women’s leadership, entrepreneurship, and excellence in communication. Bennett College strives to be an Oasis, where women are edified, celebrated and transformed into 21st century leaders, global thinkers, and life-long learners.

As a function of the Presidency, and essential to the mission of governance, the Board of Trustees and I have reached out to the College’s many stakeholders in developing a new five-year strategic plan that sets Bennett on a course to aggressively prepare our student body to meet the challenges of a technologically driven workplace that demands highly skilled workers proficient in science, technology, engineering and mathematics. In the coming decade, data projects that our country’s need for a large pool of qualified experts in STEM fields will exceed available personnel. Bennett College offers “Oasis 2020” as a blueprint for our mission to create a new pipeline of exceptional women prepared to contribute to the global economy and society in general.

It is an ambitious plan that will 1) Strengthen the Bennett Brand; 2) Grow the Student Body; 3) Ensure Financial Sustainability; 4) Advance Quality Education; 5) Create a Campus for the Future; and 6) Develop innovative programming. Through this initiative, we look forward to increasing the college’s visibility as an institution of choice on the local, national and international levels. Further we will leverage our brand identity and integrated marketing strategy to expand the appreciation for the history and culture of Africa and the African Diaspora; the struggles and accomplishments of women; and ultimately that realization of their potential to change the world by this new generation of young women we nurture.

We seek bold leadership within every component of campus life and call on faculty, staff and student body to embrace the seven core values that have been adopted to guide our actions and beliefs as we infuse them in all that we do. Integrity, accountability, professionalism, excellence, leadership, teamwork, and social and economic justice should be integral elements of how the Bennett family interacts with each other and the world.

I am grateful to each of you for your contributions as you aided in the crafting of “Oasis 2020” and I look forward to the College realizing its full potential and our Bennett Belles achieving unprecedented accomplishment as these goals are met.

On Fire for Bennett,

Dr. Julianne Malveaux, Ph.D.
President
History of Bennett College

In 1873, Bennett College had its beginning in the basement of the Warnersville Methodist Episcopal Church (now known as St. Matthew’s Methodist Church). Seventy young men and women started elementary and secondary level studies. In 1874 the Freedmen’s Aid Society took over the school which remained under its auspices for 50 years.

Within five years of 1873, a group of emancipated slaves purchased the present site for the school. College level courses and permanent facilities were added. In 1926, The Women’s Home Missionary Society joined with the Board of Education of the church to make Bennett College in Greensboro, N.C., formerly co-educational, a college for women. The challenges that were overcome to establish Bennett in the early century demand that today’s challenges be met and overcome to ensure her survival.

Since 1926, Bennett College has had fifteen presidents. Its current president, Dr. Julianne Malveaux, has been the architect of exciting and innovative transformation at America’s oldest historically black college for women. Dr. Malveaux has long been recognized for her progressive and insightful observations and under her leadership the administration has identified four key focus areas: women’s leadership, entrepreneurship, excellence in communications, and global awareness. Within the years of her presidency, Bennett College has markedly improved existing facilities, embarked on a $21 million capital improvements program, and in the Fall of 2009 enjoyed an historic enrollment high. Moreover, the campus is alive and invigorated with a new sense of purpose and passion, as the Bennett College community embraces its commitment to create an oasis where women are educated, celebrated, and transformed into 21st century leaders and global thinkers.

For more than 135 years women have found Bennett to be the ideal place to foster the constant rhythm of ideas. Each student’s individual need for self-expression and desire for achievement is constantly nurtured. Today, in the midst of a very active renaissance, Bennett is preparing contemporary women to be well educated, productive professionals, informed, participating citizens, and enlightened parents.

The College offers sixteen areas of study in Education, the Social Sciences, the Humanities, and in Natural and Behavioral Sciences and Mathematics. Numerous opportunities to study abroad and at other higher education institutions are available to continue the educational enrichment of Bennett’s students.

Bennett College is an accredited, private four-year liberal arts institution for women and is affiliated with the United Methodist Church. Centrally located in Greensboro, Bennett is the only historically African-American college for women in the state of North Carolina and is one of two in the country.
Mission Statement

Bennett College is a small, private, historically Black liberal arts college for woman. The College offers women an education conducive to excellence in scholarly pursuits; preparation for leadership roles in the workplace, and the world; and life-long learning in a technologically advanced, complex global society. As a United Methodist Church-related institution, Bennett College promotes morally grounded maturation, intellectual honesty, purposeful public service, and responsible civic action.

The College welcomes students, faculty, and staff from diverse backgrounds, recognizing that the educational experience is enriched and strengthened when multiple voices are represented and heard. Operating is an interdisciplinary, learning-centered environment, students, working with faculty and staff, will learn to use sophisticated intellectual skills, think analytically, and solve problems in ways that respect a variety of viewpoints and deepen their understanding of different cultures.

At Bennett College, education takes place in an environment of open inquiry where teachers and students are immersed in educational processes that build community, foster authentic research, donate knowledge, and advance scholarship and personal empowerment. Students will leave Bennett College prepared for success in the world of work and further studies, possessing a greater appreciation of the history and culture of Africa and the African Diaspora, the struggles and accomplishments of women, and a realization of their own ability and the possibilities to help change the world.

Vision Statement

Bennett College is an oasis that educates, celebrates, and transforms women into 21st century leaders and global thinkers.

Bennett College has four Foci areas:

1. Communications
2. Entrepreneurship
3. Global Studies
4. Leadership

Bennett College is a dynamic center of intellectual and spiritual development. It is a place known for its excellence. It is a place where students experience the joy of learning, the challenges of growth and have the opportunity for self-actualization. Faculty and staff support this joyful thoughtfulness with the support and development that comes from rich, cross-functional collaboration.
Diversity Statement

Bennett College welcomes students, faculty and staff from diverse backgrounds recognizing that the educational experience is enriched and strengthened when multiple voices are represented and heard.

Philosophy

Bennett College’s undergirding philosophy is that a high quality college experience should provide its women students with strong academic and co-curricular programs that encourage their personal development, endorse life-long learning, and prepare them to meet the needs of an ever-changing society.

Bennett College values and respects every member of its community. As a United Methodist Church-related institution, the College believes that education should be related to humanitarian ends.

Core Values

The College embraces the following seven core values and ideals as our guiding principles and core beliefs.

1. Integrity
2. Accountability
3. Professionalism
4. Excellence
5. Leadership
6. Teamwork
7. Social and Economic Justice

The goal of Bennett College is not only to develop our students intellectually, but also to ensure their post-graduation development, either through graduate and professional school opportunities or through employment. Bennett students will be known for their intellectual acumen, activism, community service, leadership skills, and excellence; and employers will compete to get Bennett women to work for them.

The Value Statement

We are an Oasis, celebrating and transforming young women into 21st century leaders and global thinkers. Administration, faculty and staff are all committed to the Bennett ideals of providing young women a rigorous education in the liberal arts. Women of color are 14.5% of the workforce and African-American women account for 30% of all female-headed families in the U.S. It is important for Bennett College to substantially
affect their quality of life, thus contributing to the quality of life of future African-American families.

Four circular foundations—global studies, leadership, entrepreneurship, and communications have been identified to prepare Bennett College students to do just that. Bennett College aligns the four foci with unique programs such as ACES (The Academic Cultural Enrichment Series), Global Studies, Math, Science and Engineering. At an all-women’s college, there is a larger percentage of students enrolled in these traditionally male-predominated disciplines and Bennett College intends to prepare students to achieve high standards in all areas.

The Strategic Planning Process

In January 2008, the strategic planning process was initiated during the Faculty-Staff Institute. All members of the Bennett College faculty and staff were required to attend the Institute, which served to launch the strategic alignment discussions.

The purpose of the strategic planning exercise was to revisit the institutional mission and priorities to ascertain their alignment with President Malveaux’s vision for the future. The strategic planning process involved a variety of techniques and focused dialogue to solicit insight from a broad range of Bennett College stakeholders.

The outcome of those discussions served as the basis for forming the Bennett College 5-year Strategic Plan. To achieve the Bennett College vision and mission, the College must focus on identifying, targeting, attracting, developing and retaining high-quality faculty, administrators, and staff, all of whom share the core values and believe in the college’s mission.

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Activity</th>
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<tbody>
<tr>
<td>November-December 2011</td>
<td>✓ Performance Metrics and Scorecard</td>
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<tr>
<td>January 4, 2012</td>
<td>✓ Strategic Plan Development Workshop (1)</td>
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<tr>
<td></td>
<td>Faculty &amp; Staff Institute</td>
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<tr>
<td>January 10, 2012</td>
<td>✓ Strategic Plan Development Workshop (2)</td>
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<td></td>
<td>Senior Staff and Goal Leaders</td>
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<tr>
<td>January 10-February 6</td>
<td>✓ Strategic Plan Model Development Objectives, Initiatives, Metrics and Budget</td>
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<tr>
<td>February 6, 2012</td>
<td>✓ Strategic Plan Development Workshop (3)</td>
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<td></td>
<td>President’s Leadership Council</td>
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<tr>
<td>February 15, 2012</td>
<td>✓ Prioritization of Goals</td>
</tr>
<tr>
<td>February 18, 2012</td>
<td>✓ Proposal to Board for Approval</td>
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BENNETT COLLEGE 5-YEAR STRATEGIC PLAN

Goal #1: Strengthen the Brand

The strategic value of "Strengthening the Brand" is that once we understand our brand, who we are; our strengths, weaknesses, opportunities, and threats, we can grow the institution with a strong marketing campaign that will improve our image; strengthen our student enrollment; enhance our fund raising efforts; and expand our visibility by using the significant success of the College and its product, the students.

<table>
<thead>
<tr>
<th>Objective 1. Finalize the branding process</th>
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<tbody>
<tr>
<td><strong>Initiative 1.1</strong> Review the branding report from the branding consultant</td>
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<tr>
<td><strong>Initiative 1.2</strong> Establish focus groups for SWAT Analysis (strengths, weaknesses, opportunities, threats) including the need for a women’s college, the merits of a Historically Black College, the merits of a church-related institution, and the need for a liberal arts college</td>
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<tr>
<td><strong>Initiative 1.3</strong> Create brand identity and that will create a first-class identity (image) and will heighten the perception of the academic value of a Bennett education</td>
</tr>
<tr>
<td><strong>Initiative 1.4</strong> Launch the new brand image with the desired result being that Bennett College is a dynamic college for the woman who values her true identity, seeks academic achievement and who desires a leadership role in her chosen profession and the world</td>
</tr>
<tr>
<td><strong>Initiative 1.5</strong> Establish the Public Relations/Marketing Advisory Council that will assist with creating an Integrated Marketing Plan and offer their expertise in areas of partnership and bartering for resources</td>
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</table>
### OBJECTIVE 2. Increase the College’s visibility as an institution of choice on the local, national and international level

<table>
<thead>
<tr>
<th>Initiative 2.1</th>
<th>Launch marketing campaign to include college video, recruitment and fund raising printed material, advertising (print and broadcast) and promotional items</th>
</tr>
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<tbody>
<tr>
<td>Initiative 2.2</td>
<td>Pitch and create story ideas that national publications would support</td>
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<tr>
<td>Initiative 2.3</td>
<td>Create media partnerships in order to establish collaborations on programs and projects that are of mutual interest and benefit</td>
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<tr>
<td>Initiative 2.4</td>
<td>Seek out opportunities for a sitcom character to [repeatedly] name BC as their college or alma mater</td>
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<tr>
<td>Initiative 2.5</td>
<td>Produce a television commercial that will begin its run in North Carolina. North Carolina is a big transplant state (residents from other states), therefore can reach those out of state without effort on the college’s part.</td>
</tr>
</tbody>
</table>
| Initiative 2.6 | Invest In students to invent something, start a business or create a product that is unique to the college and stays with the college to produce or maintain.  
   Ex. Example: [http://www.bigrickteesoda.org](http://www.bigrickteesoda.org) Big Picture soda was created, and run by High school students. |
| Initiative 2.7 | Highlight any “firsts” for HBCU’s or Women’s Colleges that have yet to be done (Chapter of National Congress of Black Women, Jeopardy College Tournament) |
| Initiative 2.8 | Spotlight student stories for national public figures who work on behalf of national organizations that can mention or invite student to work with them on behalf of the organization (Research “anti-bullying organizations and invite Dominique Walker to work with them."

### OBJECTIVE 3. Leverage our brand identity and integrated marketing strategy for greater reach

| Initiative 3.1 | Create college-wide marketing/advertising budget that will create resources to purchase billboards, conduct radio and television campaigns, purchase advertising space in theatres and on city buses, and purchase print advertising that would create demand among target audiences for an education at Bennett and would create a positive perception of the College. |

| Initiative 3.2 | Implement “This is Bennett” tours across the country which would include representation from the President, academic areas of the college, students, admissions, parents, institutional advancement and alumnae affairs (one-stop shopping) |
Goal #2: Grow the Student Body

STRATEGIC VALUE TO BENNETT

Sustainable enrollment growth assists in providing the proper revenue source to Bennett College assuring young women access to a quality education.

<table>
<thead>
<tr>
<th>OBJECTIVE 1. Position Bennett College's reputation as a top choice institution to prepare young women to become 21st century leaders and global thinkers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiative 1.1</td>
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<tr>
<td>Initiative 1.2</td>
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<table>
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<tr>
<th>OBJECTIVE 2. Enhance the academic profile of incoming students</th>
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<tbody>
<tr>
<td>Initiative 2.1</td>
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<td>Initiative 2.2</td>
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<tr>
<th>OBJECTIVE 3. Develop an enhanced multi-year, multi-media communications plan for prospective students</th>
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<tbody>
<tr>
<td>Initiative 3.1</td>
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<td>Initiative 3.2</td>
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<tr>
<th>OBJECTIVE 4. Grow student enrollment by 10% per year</th>
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<tbody>
<tr>
<td>Initiative 4.1</td>
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<tr>
<td>Initiative 4.2</td>
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</table>
OBJECTIVE 5. Develop adult learning opportunities

Initiative 5.1  Develop individual courses around professional development  
Initiative 5.2  Develop certificate or degree programs

Goal #3: Ensure Financial Sustainability

STRATEGIC VALUE TO BENNETT
Provide the College with funding to support operations, programming, and future expansion with the growth of enrollment.

OBJECTIVE 1. Increase Giving

Initiative 1.1  Alumnae Giving → (10% Increase)  
Initiative 1.2  Faculty/Staff Giving → (100% Target)  
Initiative 1.3  Academic Grants → ($5M Target)  
Initiative 1.4  Endowments → ($20M Target)  
Initiative 1.5  Sponsorship Opportunities

OBJECTIVE 2. Manage Costs

Initiative 2.1  Balance Budget  
Initiative 2.2  Competitive Bidding  
Initiative 2.3  Volume Pricing

OBJECTIVE 3. Increase Enrollment Related Revenue

Initiative 3.1  Increase Restricted Scholarship → ($2M annually)  
Initiative 3.2  Control Institutional Unfunded Discounts

Goal #4: Advance Quality Education

STRATEGIC VALUE TO BENNETT
Advancing the quality of education at Bennett will enhance the College’s local, national, and international reputation and, in Academic Affairs, should include:
1. Ensuring the continuous preparation and delivery of a more engaging curriculum, which will
2. Benefit recruitment efforts by attracting more and better qualified students; and
3. Ensure better retention and graduation rates.

**OBJECTIVE 1. Attract, Retain and Publicize Quality Faculty**

<table>
<thead>
<tr>
<th>Initiative 1.1</th>
<th>Multi-year Contract; Review of Tenure Tracks; Implement Post-Tenure Review</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiative 1.2</td>
<td>Strengthen Evaluation Practices; Faculty Training; Financial Support; Incentives</td>
</tr>
</tbody>
</table>

**OBJECTIVE 2. Improve, maintain and upgrade the facilities and technology for instruction as appropriate**

| Initiative 2.1 | Employ an Instructional Technology Specialist, expand computer lab hours; expand smart classrooms, develop distance learning program |

**OBJECTIVE 3. Enhance intellectual challenges and opportunities for all students in preparation for career development, leadership and lifelong learning**

| Initiative 3.1 | More leadership roles for students in college programming by expanding opportunities in Honors Program; increasing global travel; increasing the number of students involved in National, State and local professional organizations |

Goal #5: Create a Campus for the Future

**STRATEGIC VALUE TO BENNETT**

With advancing technology, projected growth in student enrollment, aging facilities and environmental and building code requirements, the College must take a proactive role in defining how and where it will place its resources to upgrade, expand and improve the overall function and appearance of campus to include land use study, facility/space utilization, energy efficiencies and sustainability.
**OBJECTIVE 1.** Conduct a comprehensive assessment of facilities to determine renovation/ restoration/ preservation requirements, infrastructure upgrades and code compliance; and new construction

| Initiative 1.1 | Engage an architectural firm to conduct assessment and develop plans for facility renovations and construction |
| Initiative 1.2 | Development cost estimates and timelines based on findings of assessment; performed repairs and facility modifications based on findings and priority |

**OBJECTIVE 2.** Conduct an in-depth study of trends and predictions for technology in the classroom

| Initiative 2.1 | Engage a campus study group to identify future trends in areas of technology and the curriculum |
| Initiative 2.2 | Develop priorities for addressing evolving trends |

**OBJECTIVE 3.** To identify and document the future requirements for academic, academic support services and administrative functions

| Initiative 3.1 | Review operational and program plans for all units of the College |
| Initiative 3.2 | Meet with key stakeholders on campus to discuss and develop a plan for the effective use of space and other physical resources in collaboration with the campus master plan |

**OBJECTIVE 4.** To address energy conservation best practices

| Initiative 4.1 | Implement recommendations from 2011 survey of buildings to curtail energy costs |
| Initiative 4.2 | Monitor energy costs on a monthly basis |
**OBJECTIVE 5. To secure NPS Historic Register designation for eligible buildings**

| Initiative 5.1 | Prepare nomination forms for President's Home, Children's House, Reynolds Hall, and Student Union |

Goal #6: Develop Innovative Programming

**STRATEGIC VALUE TO BENNETT**

Improve student retention; preserve and promote the rich history and traditions; develop deepened sense of community; promote the “Oasis” brand.

**OBJECTIVE 1. Incorporate the four foci into the Orientation course outline**

| Initiative 1.1 | Present introductory modules for the 4 foci |
| Initiative 1.2 | President to teach selected sessions of the Orientation Course |

**OBJECTIVE 2. Offer 3 credit hours for the Orientation course**

| Initiative 2.1 | Include ACES attendance as part of the Orientation course |
| Initiative 2.2 | Make Orientation course mandatory for all new/transfer/readmitted students |

**OBJECTIVE 3. Incorporate the core value of Social & Economic Justice into the Orientation course outline**

| Initiative 3.1 | Present a module on S&EJ |
| Initiative 3.2 | Incorporate community service activity into the Orientation course |
Demographic Profile

### Bennett College 2010-2011

#### Demographic Profile

<table>
<thead>
<tr>
<th>Plan Year</th>
<th>2010-2011</th>
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</table>

| Total Enrollment (Full-Time) | 780 |
| In-State                     | 30% |
| Out-of-State                 | 70% |

**Student Faculty Ratio**
- Faculty (full-time): 55
  - Student Faculty Ratio: (11:1)

**Average Class Size (number of students)**: 12

**Average Total SAT Score (Fall 2010)**: 795

**(% Average Graduation Rate (within 5 years))**: 73%

**Budget**: $17,797,005

**Endowment**: $9,500,000

**Annual Fundraising Target**
- (% Alumnae Participation of Giving (Best in Class)): 33%

**(% Students with Global Experiences)**: 2%

**(% Students Pursuing Graduate/Professional Study)**: 40%

**(% International Students)**: 0.50%

**Total number of Residence Halls**: 7

**(% Residential Students of Total Population)**: 58%
BENNETT COLLEGE STRATEGIC FRAMEWORK

Create, Communicate, Implement, Evaluate → “Program Success”

5-Year (2012-2017)
Strategic Planning Framework Summary

“A Oasis that educates, celebrates, and transforms women into 21st century leaders and global thinkers.”

Bennett College offers women an education conducive to excellence in scholarly pursuits, preparation for leadership roles in the workplace, and the world; and life-long learning in a technologically advanced, complex global society. Students will leave Bennett prepared for success and with a realization of their own ability and the possibilities to change the world.

Vision

Mission

4 Foci

4 Foci

Global Education

Leadership

Communication

Entrepreneurship

STRENGTHEN THE BRAND

GROW THE STUDENT BODY

ENSURE FINANCIAL SUSTAINABILITY

ADVANCE QUALITY EDUCATION

CREATE A CAMPUS FOR THE FUTURE

DEVELOP INNOVATIVE PROGRAMMING

Vision Objectives

- Finalize the branding process
- Establish and implement the new brand image internally
- Increase the college’s visibility as an institution of choice on the local, national and international level
- Leverage our brand identity and integrated marketing strategy for greater reach

Mission Objectives

- Position Bennett College’s reputation as a top choice institution to prepare young women to become 21st century leaders and global thinkers
- Enhance the academic profile of incoming students
- Develop an enhanced multi-year, multi-media communications plan for prospective students
- Grow student enrollment by 10% per year
- Develop adult learning opportunities

Leadership Objectives

- Increase giving
- Manage costs
- Increase Enrollment Related Revenue

Communication Objectives

- Attract, retain and Publicize Quality Faculty
- Improve, maintain and upgrade the facilities and technology for instruction as appropriate
- Enhance intellectual challenges and opportunities for all students in preparation for career development, leadership and life-long learning

Entrepreneurship Objectives

- Conduct a comprehensive assessment of facilities
- Conduct an in-depth study of trends and predictions for technology in the classroom
- To identify and document the future requirements for academic, academic support services and administration
- To address emerging competition in critical practices
- To secure NPS Historic Register designation for eligible buildings
- Incorporate the four focus into the Orientation course outline
- Offer 3 credit hours for the Orientation course
- Incorporate the core value of Social & Economic Justice into the Orientation course outline

Progress Indicators

STUDENT
- Student Enrollment
- Graduation rate
- Retention rate
- % international students
- % of students with a global experience

STUDENT
- % of students with a research experience
- % of students with an internship or practicum experience
- % student matriculation to GradMed programs

FACULTY
- Student to faculty ratio
- Total sponsored research expenditures by source
- Sponsored research expenditures per faculty FTE

FINANCE
- Total financial aid
- % student receiving financial aid
- State and tuition budget in constant dollars
- State and tuition expenditures per student

CAMPUS
- Level of deferred maintenance (PCI)
- Energy consumption
- Average class size

Approved by the Board of Trustees - April 13, 2012