EDWARD WATERS COLLEGE

STRATEGIC PLAN
2015-2020

Aspire and Achieve Beyond Boundaries

PRESERVING HISTORY • PROMISING FUTURES
A MESSAGE FROM THE PRESIDENT

Edward Waters College is dedicated to cultivating and promoting excellence in scholarship, research and service for the betterment of humanity. Our vision focuses on the creation of a diverse learning centered community that champions academic excellence through innovative teaching and learning strategies under-girded by a spirit of servant leadership. We are equally convinced that we must cultivate our students’ ability to think globally and behave ethically. Our strategic plan responds to this need and reaffirms our commitment to becoming a national model for impacting a dynamic globally-diverse society—one student at a time.

This administration has been charged with continuing to build on our strengths and accomplishments to ensure the promise of access to higher education for generations to come. Preserving our rich history and promising futures means balancing all of those elements that have been essential to making the College exceptional, while anticipating future demands in order to achieve the even greater heights to which we aspire.

In addition, as an institution, we are compelled to strategically operate outside of institutional silos and cross racial, socio-economic, ethnic, cultural, and other boundaries to solve the big problems of the day. This 2015-2020 Strategic Plan serves to facilitate this process and propel us toward the realization of our vision.

We accept the charge to secure the future of this institution and to shape the lives of the next generation of global leaders. Furthermore, we stand committed to realizing the seven Strategic Goals of this plan and we invite you to join us as we move forward to Aspire and Achieve Beyond Boundaries.

-Dr. Nathaniel Glover, President
Edward Waters College (EWC) is, distinctively, Florida’s oldest independent institution of higher learning as well as the state’s first institution established for the education of African Americans.

In 1865, following the Civil War, the Reverend Charles H. Pearce, a presiding elder of the African Methodist Episcopal (AME) Church, was sent to Florida by Bishop Daniel Alexander Payne. Observing the fast-paced social and political changes of the Reconstruction era, Reverend Pearce immediately recognized the need for an education ministry, as no provision had yet been made for the public education of Florida’s newly emancipated blacks. Assisted by the Reverend William G. Steward, the first AME pastor in the state, Pearce began to raise funds to build a school.

This school, established in 1866, was to eventually evolve into Edward Waters College. From the beginning, EWC was faced with both abject poverty and widespread illiteracy among its constituents resulting from pre-war conditions of servitude and historical, legally enforced non-schooling of African Americans. However, the school met the needs of its community by offering courses at the elementary, high school, college, and seminary levels.

Construction of the first building began in October 1872 on ten acres of land in Live Oak. Further support for this new educational institution came from numerous friends, including railroad magnate General M.S. Littlefield, State Treasurer Simon Conaber, and Lieutenant General William Gleason.

In 1892 the school’s name was changed to Edward Waters College in honor of the third Bishop of the AME Church. In 1902 the City of Jacksonville was destroyed by fire and Edward Waters College was reduced to ashes. In 1904 the Board of Trustees purchased the present site of the school on Kings Road with the imperative from Bishop M.B. Salter that Edward Waters College must be rebuilt.

Under the continued visionary leadership and direction of great Bishops of the AME Church and twenty-eight focused presidents, Edward Waters College was indeed “rebuilt”. In February 2011, the Edward Waters College Board of Trustees appointed Jacksonville native and alumnus Dr. Nathaniel Glover as President. As the 29th president, Dr. Glover continues the work of his predecessors by focusing on preparing students to be successful in the 21st century global economy and ensuring that they matriculate in a safe environment.

With a history beginning in the dark yet hopeful days of Reconstruction, today’s Edward Waters College is living, thriving proof of the power of education and the resilience of deeply rooted educational institutions. The College continues to experience the triumphs and challenges characteristic of its rich history and the bold dynamic future to which it aims.
STRATEGIC PLANNING AT EDWARD WATERS COLLEGE

Edward Waters College is committed to innovative teaching approaches that expand the educational horizon for all students. The College also embraces the philosophy that organizations are constantly changing and improving, continually evaluating performance, and planning strategically for the future.

In support of the institutional mission is the strategic plan. The development of the strategic plan is broad-based and systematic. It is based on a realistic assessment of human and material resources needed to implement long-range planning. The formation of the previous Strategic Plan-Blueprint for Success, started in 2009 when the College formed a Strategic Planning Committee consisting of Board of Trustee members, executive administrators, faculty, staff, students and community stakeholders.

Beginning Fall 2015, executive administrative staff, under the leadership of the College’s President, Dr. Nathaniel Glover, started the process of developing the institution’s strategic plan for the next five years (2015-2020). The process started with a review of the College Vision, Mission, Core Values and Goals which were determined to still be relevant. College Unit Managers provided feedback regarding the objectives and implementation strategies needed to accomplish the institutional strategic goals while maintaining alignment with the Vision, Mission and Values of the College.

During the process it was determined that many of the strategic objectives and implementation strategies from the 2009-2014 plan were also still relevant and needed to be folded into the new plan to ensure continuity. Each Goal is therefore supported by a series of objectives and implementation strategies which have been assigned to the various units in order to operationalize the institutional mission.

This Strategic Plan is a living document designed to guide the College through the next five years and is reflective of its title Aspire and Achieve: Beyond Boundaries. The College’s Board of Trustees has approved the plan thereby setting the priority of work for the College over the next five years.

Aspire and Achieve
Beyond Boundaries
MISSION STATEMENT
Edward Waters College is a small, private, Christian, historically black, urban, liberal arts college that offers quality baccalaureate degree programs. The college strives to prepare students holistically to advance in a global society through the provision of intellectually stimulating programs and an environment which emphasizes high moral and spiritual values in keeping with the African Methodist Episcopal Church. Edward Waters College seeks to develop excellence in scholarship, research and service for the betterment of humanity.

VISION STATEMENT
Edward Waters College will become a national model for a dynamic, globally-diverse learning-centered community that champions academic excellence through innovative teaching and learning strategies under-girded by a spirit of servant leadership.

CORE VALUES

CHRISTIAN PRINCIPLES
Ethics and doctrines predicated on the AME Church theology “God or Father, Christ our Redeemer, Man our Brother”.

EXCELLENCE
Superiority, eminence, distinction and quality in scholarship, leadership and citizenship.

SOCIAL RESPONSIBILITY
Embracing a burden of obligation to collective society, both the immediate as well as the global.

CIVIC ENGAGEMENT
Dedication to addressing issues of public concern.

COOPERATION
Fostering the concept of teamwork as a means to success.

PROFESSIONALISM
Practicing proficiency, skill and expertise in all that we undertake.

STUDENT ENGAGEMENT
Cultivating within our students a thirst for education, a desire for higher level thought processes and a willingness to persevere despite challenges.

SCHOLARSHIP
Creating a culture of erudition through a nurturing spirit.

DIVERSITY
Endeavoring to celebrate the uniqueness of all cultures with appreciation and understanding.
Goal I
INCREASE RECRUITMENT, RETENTION AND GRADUATION RATES.

Goal II
IMPROVE THE EFFECTIVENESS OF THE COLLEGE THROUGH RESEARCH, PLANNING AND ASSESSMENT.

Goal III
MAINTAIN FISCAL AND PHYSICAL INFRASTRUCTURES, INCLUDING INFORMATION TECHNOLOGY, THAT STRENGTHEN ACADEMIC PROGRAMS, BUSINESS OPERATIONS AND STUDENT LIFE.

Goal IV
OPTIMIZE PHILANTHROPIC SUPPORT AND ADVANCE COLLEGE IMAGE, RESOURCES AND RELATIONSHIPS.
Goal V
IMPROVE THE ACADEMIC STANDARDS AND COMPETITIVENESS OF THE COLLEGE.

Goal VI
STRENGTHEN AND SUPPORT THE SOCIAL, CULTURE AND SPIRITUAL DEVELOPMENT OF STUDENTS.

Goal VII
IDENTIFY EWC AS AN AFRICAN METHODIST EPISCOPAL CHURCH-RELATED INSTITUTION OF LEARNING.
STRATEGIC GOAL I

Increase Recruitment, Retention and Graduation Rates
Goal I

Increase Recruitment, Retention and Graduation Rates

Edward Waters College continues to learn how to honor its commitment to provide opportunities for every student. When an institution admits a student, the implied message to the student is “Given your promise and our institutional supports, we believe you can succeed here”.

To increase recruitment, retention and graduation rates Edward Waters College will:

• Enhance the use of technology in recruiting and retaining students.

• Increase the level of student engagement across curricula and co-curricula programs

• Provide early college programs to prepare students for successful matriculation

• Improve academic student support services for all students

• Increase resources to provide student success initiatives

• Improve institutional operations that foster student satisfaction
STRATEGIC GOAL II

Improve the effectiveness of the College through research, planning and assessment
Goal II

Improve the effectiveness of the College through research, planning and assessment

The goals we have set for the coming years are bold. In order to be effective, we must engage in a process that enables us to gather accurate data, determine what it means, make the necessary adjustments in our policies and practices, and then assess the impact.

We are committed to operating in a manner that will incorporate effectiveness practices, thereby improving the overall operation of the College and the fulfillment of its mission.

To ensure the institutionalization of effectiveness practices, Edward Waters College will:

• Provide the resources to operate a competent Office of Institutional Planning, Research and Effectiveness

• Educate the college community about institutional planning, research and effectiveness

• Institutionalize effectiveness practices in departmental and program activities

• Infuse technology into effectiveness practices, departmental and program activities

• Utilize assessment data for improvement in curricula, co-curricula and operational programs
Maintain fiscal and physical infrastructures, including information technology, that strengthen academic programs, business operations and student life.
Goal III

Maintain fiscal and physical infrastructures, including information technology, that strengthen academic programs, business operations and student life

Our 21st Century students need 21st Century facilities and technology. They also need to know that they are safe and in an environment which embraces sustainability and energy efficient practices.

The College is committed to the expansion of its physical space and technological reach. We understand that more efficient business operations and stronger academic programs will facilitate expansion.

To maintain fiscal and physical infrastructures, including information technology, which strengthens academic programs, business operations and student life, Edward Waters College will:

• Increase the financial strength of the institution
• Improve financial accountability and strengthen internal controls
• Develop and maintain a safe, secure, and aesthetically pleasing campus
• Provide a 21st century technology environment that meets the needs of a dynamic business and academic climate
• Provide financial support services that will enable students to achieve their educational goals
Optimize philanthropic support and advance college image, resources and relationships
Goal IV

Optimize philanthropic support and advance college image, resources and relationships

Though Edward Waters College has an incredible story to tell about its history, there is even more to tell about its reinvention and the dynamic future which will follow. By improving relationships with our beloved alumni, accomplished benefactors, state and federal agencies, corporations and foundations, we will secure the necessary resources for future success.

• In order to optimize philanthropic support and advance college image, resources, and relationships Edward Waters College will:
  
  • Increase the visibility of the College
  • Increase fundraising and friend raising activities to support the operations of the college
  • Create a culture of giving within the college
  • Support and facilitate the work of the EWC Foundation
STRATEGIC GOAL V

Improve the academic standards and competitiveness of the College
Goal V

Improve the academic standards and competitiveness of the College

Major technological advances, demographic shifts, and economic challenges suggest that the world is changing right before our eyes. Edward Waters College must also change to ensure that it prepares graduates who are critical thinkers, problem solvers and socially conscious. To accomplish this goal, the College must improve academic standards and competitiveness.

The College is committed to focusing on teaching excellence and strengthening student learning outcomes. Increasing professional development opportunities for our current faculty is also a top priority. We also plan to improve both the learning environment and learning opportunities for our students. Through student research, study abroad programs, and experiential education, we believe our graduates will indeed enjoy the benefits of a liberal education while being responsive to the needs of the global economy and international workforce.

To improve its academic standards and competitiveness Edward Waters College will:

• Create an academic program niche that will attract students from diverse backgrounds

• Improve the quality and rigor of the academic program

• Enhance the infrastructure which supports research, teaching and scholarship for faculty and students

• Improve student academic performance
Strengthen and support the social, cultural and spiritual development of students
Goal VI

Strengthen and support the social, cultural and spiritual development of students

Edward Waters College seeks to develop students holistically, enabling them to better assimilate into a global society. Consequently, the College accepts its responsibility to expose and immerse students in programs and activities that will broaden their experience, expand their world view and strengthen their belief in a spiritually based set of core values that will guide their life choices.

To strengthen and support the social, cultural and spiritual development of students, Edwards Waters College will:

• Acquire resources to provide a relevant and appropriate program for students’ social, cultural and spiritual development

• Develop a comprehensive program that addresses student social, cultural and spiritual development

• Provide personal and professional development opportunities for students through curricula and co-curricula activities

• Integrate the social, cultural and spiritual program into the college experience
Identify EWC as an African Methodist Episcopal Church-related institution of learning
Goal VII
Identify EWC as an African Methodist Episcopal Church-related institution of learning

In 1866, the African Methodist Episcopal Church recognized the need to provide quality education for newly emancipated slaves and for underserved generations then unborn. They established Edward Waters College to meet that need, and today, the AME Church continues to support Edward Waters College in fulfilling this purpose.

Edward Waters College operates under the Christian principles which guide the AME Church. It recognizes the importance of upholding the philosophy which undergirds the AME Church and will continue to support the advancement of the AME Church through programs at the College.

In promoting Edward Waters College as an AME Church affiliated institution of higher education institution, the College will:

• Infuse the AME Church heritage and mission into the Edward Waters College experience

• Promote AME Church related religious, social and cultural activities on the College campus

• Develop an AME Church student organization that strengthens and retains association with the Church and its practices

• Increase student recruitment and financial support from the AME Church