

# POWERING THE IMAGINATION

STRATEGIC PLAN 2019-2024



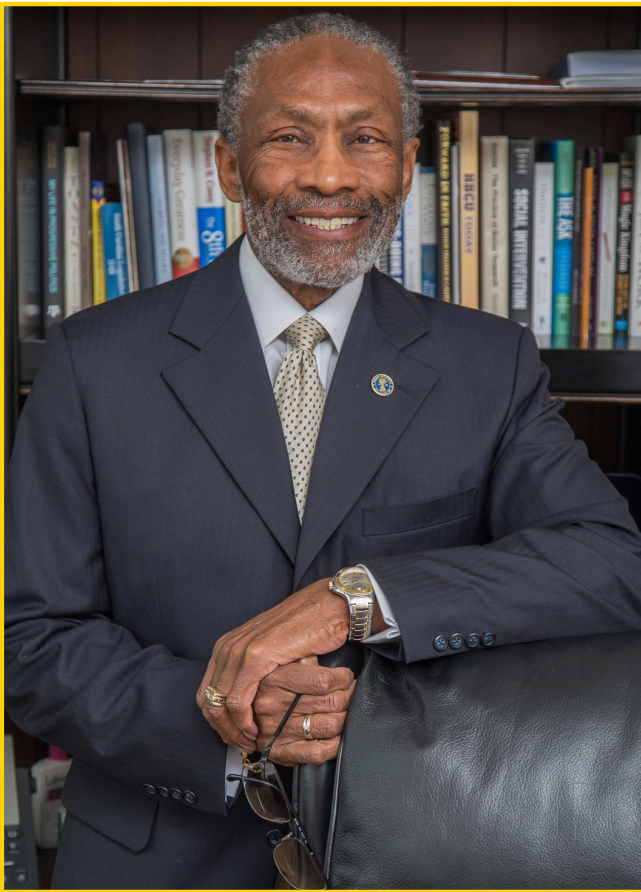


Allen University is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award baccalaureate and master's degrees. Contact the Southern Association of Colleges and Schools Commission on Colleges at:

**1866 Southern Lane,  
Decatur, Georgia 30033-4097  
or call (404) 679-4500**

for questions about the accreditation of Allen University.

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# STRATEGIC PLAN

2019-2024

## POWERING THE IMAGINATION

Allen is a small, faith-based institution that makes a huge impact not only on the lives of the students it serves, but their families, society, and the community where it operates. For almost 150 years the University has been doing so from its home in Columbia, South Carolina where its estimated financial impact exceeds \$30 million per year. The key facet of the journey for students is an education that teaches the mind to think, the hands to work, and the heart to love. What sets the University apart is that it has been intentional about providing a quality education for students who might or might not have the traditional preparation and adequate means to afford one.

Strategic planning and actions are critically important to continually provide the collegiate experience for the students the University chooses to serve. Normative approaches and thinking are not compatible with the work that must be undertaken. As such, the University's constituencies were asked to imagine what the university might have, might be doing, and might be held in regard for five-years in the future that it is not today. A torrent of aspirations flowed forth that informed and directed the most recent Strategic Plan, "Fueling the Resurgence." Successful implementation that Plan focused attention on heretofore unimagined possibilities.

"Powering the Imagination" focuses more sharply on growing enrollment, enhancing academic programs and results, and further strengthening institutional finances, the results will allow Allen to better serve its students, the broader community, and the greater good. Allen is poised today to take a large leap forward.

Yours in Education

A handwritten signature in blue ink that reads "Ernest McNealey".

Ernest McNealey, Ph.D.  
President and CEO

# ASPIRATION ONE

## GROWING AND EXPANDING ENROLLMENT

### GOAL 1:

The institution will enroll a student body that is diverse in geographic origin, race and ethnicity, and academic preparation.

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### GOAL 2:

The institution will utilize an effective data-driven retention plan that will augment overall institutional enrollment.

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### GOAL 3:

The institution will sponsor an athletic program that captures the interests of college-bound students and enhances enrollment.

**W**ith a Fall 2019 enrollment of 819, Allen has averaged 627 students over the past three years. Traditionally, over 90 percent of the students who have enrolled at Allen were from three states: South Carolina, Georgia, and North Carolina. All forty-six South Carolina counties are represented in the student body with the larger percentages hailing from Lexington County (19%) and Charleston

County (11%). The population has averaged 97% African Americans, with 85% receiving Pell Grants, and 94% requiring some form of financial assistance.

The aspiration is to increase the enrollment to 1200 by Fall 2021. To achieve its enrollment aspirations, the University will expand the populations it serves focusing on three dimensions: region, merit,







Over **90%** of enrolled students call South Carolina, North Carolina and Georgia home.



**94%** of students receive financial aid.

## “THE INSTITUTION WILL ENROLL A STUDENT BODY THAT IS DIVERSE IN GEOGRAPHIC ORIGIN, RACE AND ETHNICITY, AND ACADEMIC PREPARATION.”

and race. A data-driven approach will be added to current recruitment planning to improve yields from already robust application and admit rates. Scholarship programs will be increased to facilitate enhanced enrollment of merit-based high performing students. New educational degree programs and online programs will also be added to attract new students. Strategies will be implemented to

remediate or eliminate variables correlated with failure and to replicate and strengthen those correlated with success. As much as any externally focused enrollment strategy, maintaining the students already enrolled will be critical to the short and mid-term financial health of the institution. The University will add sports to the current athletic program to further grow and diversify the student population.

Additionally, an incremental transition to NCAA Division II has been set in motion. Interest and enrollment growth are anticipated to accrue from the transition.



# ASPIRATION TWO

## GOAL 1:

The institution will offer an array of traditional and imaginative academic programs that enhance its reputation as a regional and national university.

## GOAL 2:

The institution will develop a culture of teaching excellence and innovation.

## GOAL 3:

The institution will foster a culture that intentionally moves students towards advanced degree programs or the ever-changing workforce.

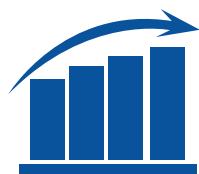
## ENHANCING EDUCATIONAL STRENGTH AND RESULTS

Currently, the University offers two graduate degrees and ten bachelor's degrees with 20 distinct areas of study housed in the following units: The Dickerson-Green Theological Seminary, The Division of Arts and Humanities, The Division of Mathematics and Natural Sciences, and The Division of Business, Education and Social Science. The University plans to increase the number of majors offered to include bachelor's degrees in Public health, Data Science, Hospitality Management, Human Resources, Biochemistry, and Psychology. Planning at the graduate level includes offering a Master's in Criminal Justice, in Religious Studies, in Church Music, a Master of Art in Teaching, and a Doctor of Ministry. The necessary regulatory process has been followed to offer all degrees fully online.

In addition to new degree programs, a sharper focus will be placed on the results of the Allen Experience. The University will increasingly integrate academic initiatives and

support strategies in ways to empower students to increase course completion, and thus retention. First-year students will experience all coursework in prescribed cohorts. The work of second-year students will focus on making informed decisions and exploring scholarly and scholarship opportunities.

All students will experience a campus-wide mentoring-in-the-moment initiative whereby faculty are pointedly friendly and alert to students' needs thus providing unsurpassed personal attention to our students. Structures and strategies will be implemented to inspire and enable students to continue with graduate studies. Similarly, with applied disciplines, out-of-class experiences will be routinized such that students arrive at Commencement with clear intentional choices for which they are highly prepared.



*The institution's library digital/electronic resources are ranked 53% higher than that of its peer institutions by the 2018 National Center for Education Statistics Integrated Post-secondary Education Data system (IPEDS) Report.*



**“THE INSTITUTION WILL FOSTER A CULTURE  
THAT INTENTIONALLY MOVES STUDENTS  
TOWARDS ADVANCED DEGREE PROGRAMS  
OR THE EVER-CHANGING WORKFORCE.”**



# ASPIRATION THREE

## GOAL 1:

The institution will have external funding from federal, state and corporate sources to support the mission and scope of its programs and services.

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## GOAL 2:

The institution will successfully conclude a thirty-three-million dollar capital campaign and establish a two-million dollar annual fund campaign.

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## GOAL 3:

The institution will have a portfolio of diverse non-student revenue sources that provides 44% of its revenue.

## BUILDING FINANCIAL STRENGTH

The University is a “tuition-dependent” institution that relies heavily on federal and state financial aid amounting to 76% of its income. The remainder of the school’s revenue comes from grants and contracts (17%), church related contributions (5%), other income (1%), as well as private gifts and contributions (1%). Grants and contracts that evolved from the Higher Education Act of 1965 have been particularly important to historically black colleges and universities (HBCUs) in general and Allen, in particular.

By its very nature, higher education is an engine of innovation, economic growth, and social progress that must adopt new practices and new technologies to maintain the enviable place it now occupies. Though primarily a teaching institution, Allen will build a culture of research and grant writing to enhance its revenue.

The University’s user-friendly facilities are increasingly becoming sources of revenue by providing indoor and outdoor hospitality venues, hosting large and small events for external groups, and operating “AU” Productions, a print shop that will harness the power of computer sublimation for premium and custom printing of t-shirts and other paraphernalia. With an eye towards the future, Allen is deploying short-term strategies to rapidly build its revenue diversity and an endowment.

A recently planned capital campaign will raise the University’s profile. The funds generated will be used to renovate and repair historic buildings such as the Carver Cinema Theater built in 1941, provide annual and endowed scholarships, and facilitate scientific and technological innovation.



*The institution will establish a twenty-million dollar endowment.*



*The institution will establish a two-million dollars Annual Fund.*



**“THE INSTITUTION WILL  
SUCCESSFULLY CONCLUDE  
A THIRTY-THREE MILLION  
DOLLAR CAPITAL CAMPAIGN  
AND ESTABLISH A TWO MILLION  
DOLLAR ANNUAL FUND CAMPAIGN.”**





# BOARD OF TRUSTEES



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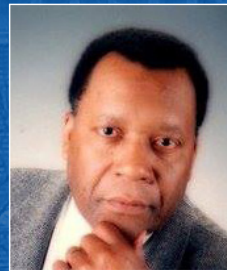
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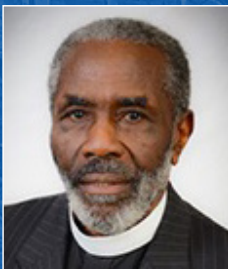
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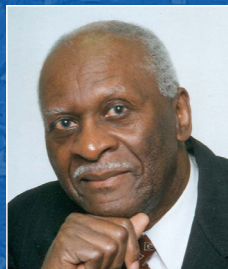
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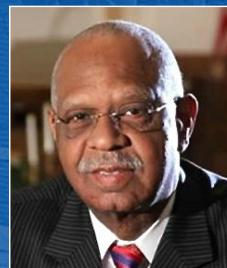
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Mr. Sy Holt



# UNIVERSITY LEADERSHIP



L-R: Mrs. Ruby Fielding, Dr. Charlene Spearen, Dr. Keiona Middleton, Dr. Ernest McNealey, Mr. Dub Taylor, and Dr. Cynthia Sellers-Simon

**Dr. Charlene M. Spearen**  
Vice President, Academic Affairs

**Mrs. Ruby G. Fielding**  
Vice President, Fiscal Affairs

**Dr. Keiona Middleton**  
Vice President, Planning and Information Technology

**Dr. Cynthia Sellers-Simon**  
Vice President, Student Affairs

**Mr. Dub Taylor**  
Vice President, Institutional Advancement

**Mr. Greg Thompson**  
Director, Athletics

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## MISSION STATEMENT

Allen University is an academic community which provides students an opportunity to obtain baccalaureate and graduate degrees in liberal arts and professional programs in traditional and distance education formats. The University has a strong unalterable commitment to teaching in delivery of its baccalaureate and graduate programs.



*Think. Work. Love.*

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