

# The 10-Year Long-Range Strategic Plan

**P**HILANDER  
SMITH COLLEGE





## THE FORWARD

# VISION



**P**SC, LIKE THE NATION AS A WHOLE, has reached a fork in the road. One path leads forward toward new heights and greatness, the other toward mediocrity. We have unashamedly and unabashedly chosen the path Forward, toward greatness.

Our path Forward has led us to develop a comprehensive long-range strategic plan that details precisely how we will achieve the greatness to which we aspire. The pages contained in this document graphically display the roadmap that will ensure that we will arrive at our intended destination.

As an institution of higher education, our greatest assets are our students and our faculty and staff. The engine that will propel our journey Forward will be our imagination, innovation, ingenuity, creativity, and hard work, coupled with an entrepreneurial spirit – hallmarks of PSC's 140 year history. To reach our destination, we will need to recruit and support the strongest student population possible. We will also need to make sure that we have, and adequately support, a world-class faculty. However, those two elements alone will not be sufficient for us to achieve our objectives.

We live in a community and national context, both of which are facing significant challenges. Health care continues to be both state and federal challenges. We intend to be a significant partner in addressing those challenges. Our educational systems, at the local, state, and national levels, are facing severe stress. We intend to be partners in relieving the stresses facing those institutions at all levels. Our urban communities continue to face significant obstacles. We intend to be long-term partners in devising long-term solutions to those challenges, including the need to strengthen the bedrock foundation of social justice – the pillar upon which our great institution was founded 140 years ago.

Our journey toward greatness has already begun. It started with our **Philander Forward** Initiatives. These initiatives are: Workforce Innovation and Strategic Economic

Public/Private Partnerships (WISE P3); Campus Culture Transformation Task Force; Joycelyn Elders School of Allied and Public Health; S.T.A.R.T. Summer Bridge Program; Teacher Excellence Task Force; and Think Justice 2.0 Global Perspective. These initiatives are included within the 10-Year Long-Range Plan. Taken collectively, the Forward Initiatives and the **Five Overarching Strategic Objectives** represent the PSC roadmap to the future. In order to fully implement our 10-Year Long-Range Strategic Plan, we will need to raise \$100 million. That process has already been initiated, but we will need everyone's help to bring it all to fruition. I will be calling on all of our stakeholders in that regard.

Finally, our journey toward greatness will be marked by accountability, openness, transparency, and clear-eyed business principles and practices. We want everyone to be able to see where we have been, where we are and where we are going. We owe all of our constituencies nothing less, as we strive to be nothing but the best. We invite you to join us on our fantastic journey to the Future.

**Roderick L. Smothers, Sr., Ph.D.**

President

Philander Smith College



# LOOKING BACK TO GO FORWARD: OUR HISTORY IS OUR LEGACY

**F**ounded in 1877, Philander Smith College is the result of the first attempt west of the Mississippi River to make education available to freedmen (former African American slaves). The forerunner of the college was Walden Seminary, named in honor of Dr. J.M. Walden, one of the originators and the first Corresponding Secretary of the Freedmen's Aid Society.

In 1882, Dr. G.W. Gray, President of Little Rock University, the institution for the Arkansas Annual Conference of the United Methodist Church, met Mrs. Adeline Smith, widow of Mr. Philander Smith of Oak Park, Ill., while soliciting funds. The late Philander Smith had been a liberal donor to Asiatic Missions and had developed an interest in the work of the church in the South. In making her gift to Dr. Gray, Mrs. Smith designated \$10,500 for Walden Seminary. The trustees accepted the gift and gave it special recognition by changing the name of the struggling Walden Seminary to Philander Smith College. A new site for the school had already been purchased at Eleventh and Izard Streets. The gift made by Mrs. Smith was a significant contribution towards the construction of Budlong Hall, the first brick building on the new site.

Philander Smith College was chartered as a four-year college on March 3, 1883. The first baccalaureate degree was conferred in 1888. The first president, the Rev. Thomas Mason, resigned in 1896. He was succeeded by a member of the faculty of the College, the Rev. James Monroe Cox, Professor of Ancient Languages. Dr. Cox retired from the Presidency of the College in 1924, and was succeeded by the Rev. George Collins Taylor, a graduate of the College. Dr. Taylor served as President from 1924 to 1936.

In May 1936, Dr. Marquis LaFayette Harris succeeded Dr. Taylor as President. During the administration of Dr. Harris, the campus area was greatly enlarged. In July 1948, the site of the Little Rock Junior College, adjacent to the South end of Philander Smith's campus, was purchased. On March 30, 1949, after an extensive program of academic improvement, Philander Smith College was fully accredited by the North Central Association of Colleges and Schools. Dr. Harris was succeeded by Dr. Roosevelt David Crockett, a graduate of the institution, on June 1, 1961.

Dr. Earnest Dixon, Philander Smith's Sixth President, took office January 1, 1965. He was succeeded by Dr. Walter R. Hazzard, who took office as the Seventh President of the College on July 1, 1969. Dr. Hazzard was succeeded by Dr. Grant S. Shockley who took office as the Eighth President on January 1, 1980. Dr. Shockley was succeeded by Dr. Hazo W. Carter, who was elected unanimously July 19, 1983 by the Board of Trustees, and took office August 20, 1983.

Dr. Carter resigned the presidency in August 1987. He was succeeded by Dr. Myer L. Titus, a 1954 graduate of the institution. Upon Dr. Titus's retirement on June 30, 1998, Dr. Trudie Kibbe Reed was elected by the Board of Trustees in February 1998, becoming the Eleventh and first female President of Philander Smith College. In the Summer of 2004, in the wake of Dr. Reed's resignation, Dr. Julius Scott was appointed as Interim President by the Board of Trustees.

In October 2004, the Board announced the selection of Dr. Walter M. Kimbrough as the Twelfth President. Dr. Kimbrough took office on December 13, 2004 and served until Spring 2012 when Dr. Johnny Moore, a 1989 graduate of Philander Smith College, was named as the Thirteenth President.

Following Dr. Moore's February 2014 resignation of the presidency, Dr. Lloyd E. Hervey, a 1968 graduate of the College, served as Interim President. Selected by the Philander Smith College Board of Trustees, Roderick L. Smothers, Sr., Ph.D., took office as the College's Fourteenth President on January 5, 2015.



# CHURCH-RELATEDNESS: AN ORDAINED CONNECTION

**A** S A UNITED METHODIST CHURCH-affiliated institution, the heritage of Philander Smith College is deeply rooted in faith. Philander Smith College's mission statement echoes its first mission by The Methodist Church to provide an education during "conflict and social change," by educating current students to become "advocates for social justice." The Mission Statement also inter-relates the current Mission of The United Methodist Church by charging Philander Smith College students "to change the world for the better."

Underscoring Philander Smith College's mission and its relationship to The United Methodist Church is the commitment to fostering spiritual and ethical values necessary to become good social justice advocates. As evidence of Church-Relatedness, Philander Smith College offers weekly chapel services and other religious events.



Wesley Chapel UMC on PSC Campus

## Seven Principles Used by the United Methodist Church University Senate to Assess the Church Relatedness of Colleges

A Church-related institution:

- **Identifies** itself as such in printed materials, official listings, and other statements of self-description;
- **Respects, honors and provides** the teaching of religion, and specifically, appropriate scholarly theological teaching in the Christian tradition within the curriculum;
- **Respects** and honors religious practice and, specifically, worship and service for students and faculty who choose to participate in the Christian tradition within the total life of the school;
- **Willingly allows** faculty and students to explore the place of religious belief and practice, and specifically, the intellectual dimensions of Christian faith, in all academic disciplines and co-curricular activities;
- **Encourages** the exploration of the place of religious belief and practice in the larger society and advocates appropriate recognition of the contributions of religion to public life;
- **Recognizes** the Social Principles of The United Methodist Church and seeks to create a community of scholarship and learning which facilitates social justice; and
- **Includes** in its faculty, administrative officers, and board of trustees persons who understand and respect the relationship of The United Methodist Church.

*[Adopted by the UMC University Senate on June 21, 1996]*

A PHILANDER FORWARD INITIATIVE

# TIMELESS HUMAN VALUES

## PRINCIPLES AND EXPECTATIONS FOR PHILANDERIANS

### 1 RESPECT FOR SELF

**Respect for Self** is, through deep self-awareness, having confidence in the gifts one brings to make a positive contribution as a citizen of the world, and possessing the humility to allow for continuous personal growth.

### 2 RESPECT FOR OTHERS

**Respect for Others** is to act toward others in ways that demonstrate and acknowledge their rights, wishes and beliefs even if they are not your own.

### 3 RESPECT FOR PSC

**Respect for PSC** is to honor and give adherence to the history, legacy, codes of conduct, customs and values of Philander Smith College.

### 4 LEADERSHIP

**Leadership** is the process of allowing one's positive skillful behavior and words to energize and ignite others to action without obligation or coercion.

### 5 SCHOLARSHIP

**Scholarship** is the pursuit of high academic achievement which includes language, behaviors and knowledge resulting from study and research that enables one to become the critical thinkers for the nation and the world.

### 6 SPIRITUALITY

**Spirituality** is a broad concept with diverse expressions, rituals, and practices. While deeply rooted in the Methodist movement, Philander Smith College understands spirituality to include a sense of connection with the Divine in the quest for meaning and purpose in this life.

### 7 SERVICE

**Service** is an act of work that affirms the humanity in others and is the lens through which we assist a person, a group, a community, a cause or a belief without expectation of reciprocation.

# HIGHLIGHTS OF THE 2016-2026 LONG-RANGE PLAN

Develop a **\$100 million fundraising plan** to support scholarships, faculty incentives and capital improvements.

**Increase student enrollment** to 1,200 students by 2025-2026.

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# PHILANDER

**Expand online distance learning** opportunities in critical career areas across the region.

Create **\$1.75 million in new positions** to support teaching and learning in the School of Applied and Public Health as well as the Divisions of Business, Education, Humanities, Natural Sciences and Social Sciences.

Complete **\$55 million in capital improvements** to include two new suite style residence halls; completion of the final stage of the campus center; construction of an additional state of the art classroom building; construction of the performing arts and Global Social Justice centers; and the building of a parking deck on campus.

Establish a regional **Center for Global Social Justice** to serve the south central U.S., development of a Center for Humanities and expansion of the Center for Educational Excellence.

**Begin master's degree programs** in business, teacher education and educational leadership.

Use Philander Smith College's expanding footprint to **enhance economic development** in the Dunbar community surrounding the campus.

# FORWARD ▶

Initiate transition from Philander Smith College to **Philander Smith University**.

**Expand manpower** development initiatives to meet employment needs of Arkansas.

**Incorporate service learning** into the College's START Summer Bridge Program.

**Develop majors** in fine arts and social justice disciplines.

# THE FORWARD INITIATIVES

**IN 2015**, at the onset of President Smothers' administration, the PSC Community launched a Campus-Wide Dream Initiative to inspire all to think big and imagine boldly for Philander Smith College. This initiative was inspired by a quote from Ellen Johnson Sirleaf who said: "The size of your dreams must always exceed your current capacity to achieve them. If your dreams do not scare you, they are not big enough." To this end, our Ellen Johnson Sirleaf-inspired dream exercise resulted in six (6) "Forward Initiatives," which are woven into the Strategic Objectives of the 10-Year Long-Range Strategic Plan.

## 1. CAMPUS CULTURE TRANSFORMATION TASK FORCE

The Philander Smith College Campus Culture refers to the attitudes, decisions, practices, policies, behaviors, and standards of alumni, faculty, staff, administrators and students that, taken together, constitute the learning, living, and working environment of Philander Smith College (PSC). This transformation is carried out through the College's Timeless Human Values.

- Respect for self, Respect for others, Respect for PSC, Leadership, Scholarship, Spirituality; Service

## 2. DR. JOYCELYN ELDERS SCHOOL OF ALLIED AND PUBLIC HEALTH

Established in 2015, the Joycelyn Elders School of Allied and Public Health was formed to help Philander Smith College address minority health disparities in the state of Arkansas and beyond. Named for the 1952 Philander Smith graduate who was the first African American female Surgeon General in the United States, the School of Allied and Public Health opens up an incredible academic opportunity with the goal of educating and training future health care professionals, especially minorities, and equipping them to recognize and address the unique culture, language and health literacy of diverse individuals and communities.

## 3. WISE-P3

### Workforce Innovation and Strategic Economic Public Private Partnerships

WISE-P3 (Workforce Innovation and Strategic Economic Public Private Partnerships) is Philander Smith College's response to solving the urban issue of underemployment in Arkansas. The Workforce Innovation and Strategic Economic Public Private Partnerships (WISE-P3) Initiative will address the skills gap by providing training and education aligned to industry needs.

## 4. TEACHER EXCELLENCE

Task Force The Teacher Excellence Task Force is Philander Smith College's response to addressing Arkansas' rural and urban educational challenges. The Task Force is charged with re-imagining teacher education and positioning the College to produce highly qualified teachers who are equipped with the knowledge, skills, dispositions and cultural competencies needed to transform toxic school cultures.

## 5. PHILANDER SMITH COLLEGE S.T.A.R.T. SUMMER BRIDGE PROGRAM

The Philander Smith College S.T.A.R.T. Summer Bridge Program is a five week academic enrichment and leadership development program. It provides first-time freshmen with an early and strong start on their college career, completing up to nine (9) credits during five (5) weeks in the summer.

## 6. THINK JUSTICE 2.0: A GLOBAL PERSPECTIVE

### This Forward Initiative involves the reimagining of PSC's current Social Justice Institute.

Through the lens of an evolving world and a changing society, Think Justice 2.0: A Global Perspective contemplates a holistic framework for the expansion of social justice work at Philander Smith College. As we enter rapidly into the twenty-first century, there are pressing social issues that need to be addressed. With a new vision, new partners, and a heightened awareness of policies, practices, norms and behaviors which have led to systemic injustices in America—Think Justice 2.0 proposes an informed response through an expanded regional footprint for justice-related programs and initiatives.



**STRENGTHENING THE STUDENT EXPERIENCE**

**FOSTERING ACADEMIC DISTINCTION**

**IMPROVING OUR BUSINESS MODEL**

**ENHANCING COMMUNITY ENGAGEMENT**

**BUILDING FINANCIAL RESOURCES FOR THE FUTURE**

# FIVE STRATEGIC OBJECTIVES

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PHILANDER SMITH COLLEGE STRATEGIC PLAN

Each of the Five Strategic Objectives will be led by one of the college's principal offices with every office having three or more goals related to the implementation of each Strategic Objective. Outcome measures will be developed for each Strategic Objective so that the College's Board of Trustees, faculty, staff, students, and the community at-large will know when we have achieved our goals. The final section of the 10-Year Long-Range Strategic Plan includes a Snapshot for some of the strategic activities of the 10-Year Long-Range Plan which will be implemented to facilitate achievement of the Strategic Objectives and implementation of the Forward Initiatives.

It is important to note that a strategic plan is a living document that must be updated regularly. Factors that impact implementation include budget; changes in federal or state regulations/ guidelines; leadership changes; staffing; etc.

The next section focuses on the Five Strategic Objectives, Office Goals for each Strategic Objective, and Highlighted Actions/Tactics.



# STRATEGIC OBJECTIVE

## STRENGTHENING THE STUDENT EXPERIENCE

### STRATEGIC OBJECTIVE 1

To improve retention and recruitment efforts through interdepartmental collaborations towards the goal of increasing the student population and graduation rates through holistic student development.

#### STUDENT AFFAIRS AND ENROLLMENT MANAGEMENT GOALS

- I. **Create and implement** a student life-cycle plan from recruitment to graduation that will guide the student experience at Philander Smith College and produce engaged alumni.
- II. **Develop and implement** a comprehensive recruitment plan.
- III. **Develop and implement** comprehensive retention plan to improve student persistence.
- IV. **Implement online technologies** to improve recruitment for enrollment engagement.
- V. **Expand competitive collegiate** athletic programs.

#### FISCAL AFFAIRS GOALS

- I. **Develop and implement** a plan to make textbooks more affordable to the student of PSC.
- II. **Educate PSC students** regarding fiscal awareness in utilizing Title IV Funds.
- III. **Streamline business processes** and procedures to improve customer service.

#### INSTITUTIONAL ADVANCEMENT GOALS

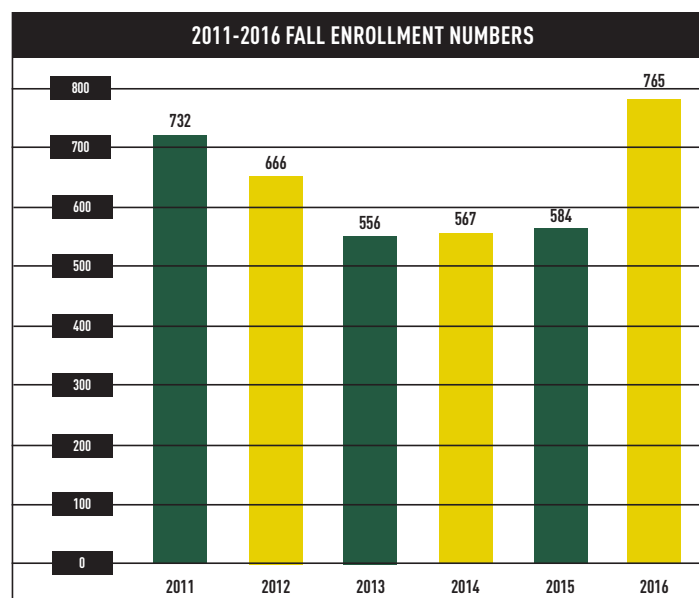
- I. **Identify resources to improve** the College's student learning and living environments (i.e., classroom improvements/upgrades, dormitory renovations, technology, etc.).
- II. **Increase alumni support** in mentoring, volunteering, and engaging with current students.
- III. **Identify restricted and unrestricted scholarship** dollars for students.
- IV. **Strengthen** the PSC Pre-Alumni Council.

#### ACADEMIC AFFAIRS GOALS

- I. **Partner with Student Affairs** to promote retention that is tied to recruitment.
- II. **Expand academic programs** to meet the needs and interests of students.
- III. **Diversify the teaching** and learning experience for students.

#### COMPUTER INFORMATION SERVICES GOALS

- I. **Integrate technology** that will enhance the student experience
- II. **Strengthen technology** as a conduit for student engagement.
- III. **Support automation** of critical student-facing processes to improve customer service.



# STRATEGIC OBJECTIVE

## FOSTERING ACADEMIC DISTINCTION

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### STRATEGIC OBJECTIVE 2

To re-imagine the academic experiences for students and faculty centered on social justice teaching and learning in order to foster intellectual growth, develop core skills and competencies, and other experiential learning to produce global leaders.

#### ACADEMIC AFFAIRS GOALS

- I. **Promote vibrant** and outcome based teaching and learning programs.
- II. **Attract and retain** exemplary faculty.
- III. **Promote a culture of research** among undergraduate students and faculty.
- IV. **Create centers of excellence** in education, social sciences, humanities and undergraduate research.
- V. **Provide comprehensive experiential** and online learning for students and faculty.

#### STUDENT AFFAIRS AND ENROLLMENT MANAGEMENT GOALS

- I. **Align curricular and co-curricular** activities to improve student learning outcomes.
- II. **Increase co-curricular opportunities** for out-of-class student engagement.
- III. **Engage student affair practitioners** to become more actively involved in the academic curriculum.
- IV. **Expand understanding** of one's vocation as a ministry.

#### CAMPUS INFORMATION SERVICES GOALS

- I. **Enhance and deploy** classroom technology.
- II. **Promote and procure technology** centered around student learning objectives.
- III. **Provide support and leadership** relevant to online course initiatives.

#### INSTITUTIONAL ADVANCEMENT GOALS

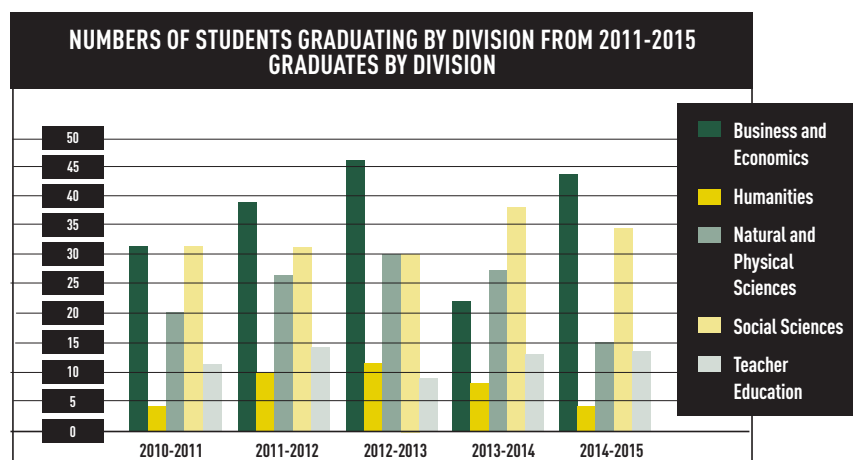
- I. **Identify resources to support** the development of academic programs of distinction (e.g., top-notch faculty and students for allied and public health, teacher education, STEM disciplines and business/entrepreneurship).
- II. **Identify resources to support** an Innovation Fund for emerging Forward Initiatives.
- III. **Broadcast faculty excellence** and academic distinction.
- IV. **Secure funds** to establish endowed professorships and chairs.

#### FISCAL AFFAIRS GOALS

- I. **Develop and implement** a plan to improve faculty and staff salaries.
- II. **Develop plan to provide budgetary** resources for faculty development and research.
- III. **Develop an incentive plan** to retain exemplary faculty.

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PHILANDER SMITH COLLEGE STRATEGIC PLAN



# 3

## STRATEGIC OBJECTIVE

### IMPROVING OUR BUSINESS MODEL

#### STRATEGIC OBJECTIVE 3

To develop and implement an operational culture that is built upon the pillars of accountability, transparency, sound data, service, cohesion, and innovative technology, complemented by a new and improved physical infrastructure.

#### FISCAL AFFAIRS GOALS

- I. **Review and update** current Campus Master Plan to accomplish stated goals of building and refurbishing the campus.
- II. **Develop a long-term** deferred maintenance program to refurbish current facilities in line with stated goals and objectives.
- III. **Develop an incentive plan** to reward and retain exemplary employees.
- IV. **Provide effective customer service** skills training for all employees.
- V. **Promote distributed-accountability** and transparency in fiscal operations.

#### STUDENT AFFAIRS AND ENROLLMENT MANAGEMENT GOALS

- I. **Build capacity through improved facilities** and services that will enhance overall student experiences.
- II. **Advance the skills and knowledge** of current employees, and recruit and retain qualified professionals in the areas of student and enrollment services.
- III. **Streamline and improve enrollment** practices and policies.
- IV. **Improve existing athletic infrastructure** and build new facilities.

#### CAMPUS INFORMATION SERVICES GOALS

- I. **Enhance cutting-edge technology** throughout campus operations.
- II. **Develop a comprehensive technology plan** which is aligned with the business goals of the College.

- III. **Develop a technology-centered disaster recovery** and business continuity plan aligned with the PSC Campus Master Plan.

#### INSTITUTIONAL ADVANCEMENT GOALS

- I. **Identify unrestricted resources** to address campus infrastructure needs.
- II. **Improve the accuracy of data collection** and reporting.
- III. **Implement effective stewardship** practices and procedures.
- IV. **Implement** consistent brand management protocols.

#### ACADEMIC AFFAIRS GOALS

- I. **Create standard operating procedures** to complement existing governance documents.
- II. **Provide on-going professional development** for faculty to improve student advisement, teaching, and student learning.
- III. **Revise faculty evaluation** instruments to align with best practices.

RETENTION RATE COMPARISON TO OTHER ARKANSAS INSTITUTIONS

INSTITUTION	RETENTION RATE
Philander Smith College	69%
Henderson State University	59.40%
UALR	71.10%
UAPB	61.80%
UCA	69.90%

# STRATEGIC OBJECTIVE 4

## ENHANCING COMMUNITY ENGAGEMENT

### STRATEGIC OBJECTIVE 4

To engage the campus, local, and regional communities by establishing meaningful relationships, creating partnerships and promoting civic engagement to improve quality of life.

#### STUDENT AFFAIRS AND ENROLLMENT MANAGEMENT GOALS

- I. **Build opportunities for broader community** involvement through meaningful civic engagement and service learning in the greater Little Rock Community.
- II. **Provide civic engagement** and social justice training for faculty, staff, students, and community members.
- III. **Design and implement service-learning** programs and opportunities

#### INSTITUTIONAL ADVANCEMENT GOALS

- I. **Manage PSC's brand**, image and reputation through effective media relations.
- II. **Leverage alumni influence** to strengthen existing and build new relationships and partnerships.
- III. **Manage and cultivate** mutually beneficial relationships with the College's external stakeholders.

#### ACADEMIC AFFAIRS GOALS

- I. **Expand relationships** with the community to provide comprehensive experiential and service learning for students and faculty.
- II. **Build connections** with alumni to strengthen post-graduate engagement experiences.
- III. **Enhance connections with the business**, professional and governmental sectors to support student internships.

#### FISCAL AFFAIRS GOALS

- I. **To engage and collaborate** with the community when updating the College's Master Plan
- II. **Demonstrate a commitment** to Arkansas-based businesses through the College's procurement process.
- III. **Engage faculty and staff** in coordinated community service and civic engagement opportunities.

#### CAMPUS INFORMATION SERVICES GOALS

- I. **Utilize the College's** media platforms to highlight community partnerships and engagement.
- II. **Support continuing education** opportunities in technology for the community.
- III. **Leverage external partnerships** to address technology needs of the campus.

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## STRATEGIC OBJECTIVE

### BUILDING FINANCIAL RESOURCES FOR THE FUTURE

#### STRATEGIC OBJECTIVE 5

To acquire the necessary resources to meet the fiscal needs of the College by cultivating relationships, expanding the donor base, and remaining faithful stewards of gifts and donations.

#### FISCAL AFFAIRS GOALS

- I. **Maintain mutually beneficial relationships** with vendors, donors, and other stakeholders.
- II. **Increase transparency** of fiscal practices.
- III. **Incorporate a shared governance** approach for managing resources.

#### INSTITUTIONAL ADVANCEMENT GOALS

- I. **Expand alumni donor base** and friend-raising.
- II. **Develop and implement a robust** annual fund campaign to support scholarships, expanding infrastructure, capacity building, etc.
- III. **Develop and implement a continuing** capital campaign fundraising strategy.

#### CAMPUS INFORMATION SERVICES GOALS

- I. **Implement new technology** to manage the donor database.
- II. **Enhance existing technologies** to support ease of private giving.
- III. **Identify alternative funding** sources to support expansion of campus technology.

#### STUDENT AFFAIRS AND ENROLLMENT MANAGEMENT GOALS

- I. **Create and implement a comprehensive student experience** designed to produce engaged and supportive alumni.
- II. **Identify grants** that will support functional areas within Student Affairs and Enrollment Management.
- III. **Create a student affairs** fundraising model.

#### ACADEMIC AFFAIRS GOALS

- I. **Expand Weekend College** and evening course offerings.
- II. **Develop certificate and associate degree** programs that focus on manpower development.
- III. **Develop partnerships** with governmental agencies, identify grant opportunities and establish cooperative agreements to secure additional resources in support of new academic programs.

# PHILANDER SMITH COLLEGE BOARD OF TRUSTEES

The College's Administration works with the Board of Trustees to shape policy and direction for the institution. The leadership and service provided by these distinguished and committed men and women of the Board of Trustees are greatly valued. Trustees who earn Emeritus status are recognized and honored for their past extraordinary service.

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Department of Mathematics

**Mr. David Lewis**

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**Rep. Charles Blake** (Arkansas Representative)

**Sen. Linda Chesterfield** (Arkansas Senator)

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**Mr. Eric Walker** (Business / Community)

**Ms. Yana-Janell Scott** (Business)

**Dr. Marshall Grigsby** (Consultant)

**The College's Mission is to graduate  
academically accomplished students,  
grounded as advocates for social justice,  
determined to change the world for the better.**

**“PHILANDER  
FORWARD▶**

**is a promise about activity  
that will take place to move us  
along toward re-gaining our  
status as a premier private  
historically Black college.”**