Edward Waters College
A Message from the President/CEO

Upon my appointment by the Board of Trustees in July 2018 as the 30th President and Chief Executive Officer of the now former Edward Waters College, it was my foremost priority to comprehensively advance the overall competitive profile of our institution. In particular, it has been our specific intention to amalgamate the high acumen and abilities currently existing amongst our institutional stakeholders with newly developed ideas, frameworks, and an expanded organizational capacity marked by innovation and a demonstrable record of effectiveness for producing student success.

Correspondingly, in an effort to globally heighten the academic, programmatic, capital infrastructural, financial, and operational profile of Edward Waters as a more viable competitor in the higher education landscape, we introduced the foundations of an evolving strategic vision at the onset of my appointment.

After an academic-year-long period of institutional review, assessment, and evaluation, the Eminence 2025 strategic vision was formally conceived per the input and support of our academic community of students, faculty, staff, board members, community stakeholders, and alumni. Accordingly, a distinctive emphasis emerged focused upon realizing the following strategic priorities by 2025:

1. **Enhance** the academic profile of Edward Waters College by comprehensively inaugurating a competitive 21st century academic program of superlative excellence.

2. **Create** financial viability through the development and implementation of a sustainable and progressive institutional business model.

3. **Foster** a genuine student-centered culture essentially rooted in student leadership and development, student success and service, and student engagement and achievement.

4. **Engender** a culture of institutional philanthropic support and establish the Edward Waters brand as a best-in-class institution of distinction and emerging eminence.

Yours for Edward Waters,

A. Zachary Faison, Jr., J.D.
President & CEO
Edward Waters College
Mission, Vision & Core Values
of Edward Waters College

Our Mission
Edward Waters College is a Christian, Historically Black, urban liberal arts institution that offers quality academic programs. The College strives to prepare students holistically to advance in a global society through the provision of intellectually stimulating programs, and an environment that 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.

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

Our Core Values
Edward Waters College values sustain the principles of academic excellence, scholarship, research, and community service by exemplifying integrity and accountability in our scholarly and human service pursuits. We dedicate ourselves to sustaining values that uplift and ethical principles that edify as demonstrated by the following directives:

Christian Principles
Ethics and doctrines predicated on the AME Church theology, “GOD our Father, CHRIST our Redeemer, MAN our Brother”.

Excellence
Superiority, eminence, distinction, and quality in scholarship, leadership as a 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.

Scholarship
Creating a culture of erudition through a nurturing spirit.

Diversity
Endeavoring to celebrate the uniqueness of all cultures with appreciation and understanding.

Student Engagement
Cultivating within our students a thirst for education, a desire for higher level thought processes, and a willingness to persevere despite challenges.
Eminence 2025
Strategic Vision

1. **Enhance the Academic Profile of Edward Waters College by Comprehensively Inaugurating a Competitive 21st Century Academic Program of Superlative Excellence**

2. **Create Financial Viability Through The Development and Implementation of a Sustainable and Progressive Institutional Business Model**

3. **Foster a Genuine Student-Centered Culture Essentially Rooted in Student Leadership & Development, Student Success & Service, and Student Engagement & Achievement**

4. **Engender a Culture of Institutional Philanthropic Support and Establish The Edward Waters Brand as a Best-In-Class Institution of Distinction and Emerging Eminence**

**EMINENCE 2025 OVERVIEW**

The Eminence 2025 Strategic Vision is the result of an institutional community gathering of knowledge surrounding various stakeholder interactions and engagements. Meetings with the students, staff, faculty, alumni, and other institutional constituencies produced a series of data sets that informed the administration on the direction and forward trajectory of Edward Waters.

The Eminence 2025 vision for Edward Waters is embodied by four distinctive, progressive, and collectively conceived institutional strategic goals. The strategic five-year plan charts the course of the institution’s realization of future institutional goals and strategic priorities as substantiated by the following four action-oriented vision-centric tenets:

After consideration of the feedback provided, as well as indicating points of intersectionality between and among the various constituent responses, Eminence 2025 was created to encapsulate the past, present, and future of the institution – respecting the culture and history of Edward Waters, while seeking to innovate and project the promise and potential of the institution – its students, academic enterprise, fiscal adeptness, and brand management as a global and nationally recognized think tank for ideas, advocacy and agency within the 21st century marketplace.
Edward Waters will continue to emerge as the state of Florida’s premier destination institution of higher education through the growth of its academic programs and strengthening of its fiscal viability as we continue to implement the strategic vision, Eminence 2025.

– Dr. A. Zachary Faison, Jr.
## STRATEGIC PRIORITY #1
### ENHANCE THE ACADEMIC PROFILE OF EDWARD WATERS COLLEGE

### STRATEGIC OBJECTIVE 1.1
To Comprehensively Inaugurate a Competitive 21st Century Academic Program of Superlative Excellence.

### STRATEGIC INITIATIVES
By 2025 Edward Waters College will:

1.1.1 | Apply to SACSCOC for a level change from College to University status.
1.1.2 | Develop EWC’s first Master’s Degree Program in Business Administration (MBA), and seek approval from SACSCOC.
1.1.3 | Develop an Honors College for our Presidential Scholars.
1.1.4 | Enhance Smart Classrooms with interactive virtual instructional technology including STEM and computer laboratories to increase student engagement and learning outcomes.
1.1.5 | Increase the number of external partnerships with corporate, government, non-profit, educational, and technology companies and organizations from 6 to 24.
1.1.6 | Develop at least three new undergraduate academic degree programs based on market and student demand:
   - Social Work,
   - Computer and Information Sciences, and
   - Forensic Science.
1.1.7 | Increase the total number of academic degree programs by 200% from 5 to 15 (11 undergraduate; 4 graduate).
1.1.8 | Offer three new online degree programs: Criminal Justice, Mass Communications, and Psychology to meet the needs of the non-traditional student, and to widen the breadth of accessibility to a diverse population of students locally, nationally, and internationally.
1.1.9 | Increase the student profile (high school GPA) of first-time full-time freshmen from 2.97 to 3.0.
1.1.10 | Continue to enhance the academic experience through an ongoing commitment to increase the number of quality faculty with terminal degrees committed to teaching, research, and service, while providing competitive salaries consistent with peer institutions.
1.1.11 | Increase graduation rates by five points from 27% to 32%.
1.1.12 | Establish academic departmental advisory councils with local, regional, and national industry experts and hiring professionals.
1.1.13 | Establish a study abroad program for students to gain an immersive experience leading to a broadened awareness and understanding of cultural, social, business, and political environments in other countries and regions of the world.

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1Prospectus submitted to SACSCOC July 2022;
2Prospectus to be submitted to SACSCOC December 2022;
3SACSCOC approved Forensic Science program launched fall 2022;
4In 2019, three of the eight existing EWC majors were designated for discontinuation; Effective fall 2019, no new students were enrolled in Elementary Education, Mathematics, or Music;
5Programs not currently offered entirely online.
6Small (<1,500 students), private, religiously-affiliated HBCUs.
STRATEGIC PRIORITY #2
CREATE FINANCIAL VIABILITY

STRATEGIC OBJECTIVE 2.1
To Develop and Implement a Sustainable and Progressive Institutional Business Model.

STRATEGIC INITIATIVES
By 2025 Edward Waters College will:

2.1.1 Increase tuition by 10% from $20,810 to $22,888.
2.1.2 Eliminate the College’s existing net operating cash deficit and achieve a sustainable institutional net operating cash surplus.
2.1.3 Financially position the College to recruit, remunerate, and retain highly qualified faculty and staff through a competitive compensation structure consistent with peer institutions.
2.1.4 Increase total student enrollment by 20% from 880 to 1,069.
2.1.5 Implement strategic deployment of institutional scholarships, grants, and alternative financial support.
2.1.6 Launch an Eminence 2025 fundraising initiative to increase the endowment by 100% from $1.8 million to $3.6 million.
2.1.7 Complete construction of a new on-campus 300-bed living, learning & community center. Estimated investment: $21 million.
2.1.8 Develop and begin implementation of a comprehensive 10-year campus master plan.
2.1.9 Establish sustainable facilities management vendor partnerships.
2.1.10 Develop a comprehensive deferred maintenance recovery plan.
2.1.11 Implement a campus-wide ERP system.

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*Small (<1,500 students), private, religiously-affiliated HBCUs;*  
*Prior four-year average*
STRATEGIC PRIORITY #3
FOSTER A GENUINE STUDENT-CENTERED CULTURE

STRATEGIC OBJECTIVE 3.1
Develop and Implement Resources and Programming Leading to Sustainable Student Leadership and Development.

STRATEGIC INITIATIVES
By 2025 Edward Waters College will:

3.1.1 | Establish the EWC Center for Undergraduate Research to enhance students’ job readiness and preparedness for graduate and professional school.

STRATEGIC OBJECTIVE 3.2
Develop and Implement Resources and Programming Leading to Sustainable Student Success and Service.

STRATEGIC INITIATIVES
By 2025 Edward Waters College will:

3.2.1 | Increase student utilization and access to licensed and credentialed counselors/clinicians to 35 percent.
3.2.2 | Establish a Counsel for the Advancement of Standards (CAS) in Higher Education approach to provide a campus structure for residence life and housing encompassing residence assistance leadership incentives, training, and development.

STRATEGIC OBJECTIVE 3.3
Develop and Implement Resources and Programming Leading to Sustainable Student Engagement and Achievement.

STRATEGIC INITIATIVES
By 2025 Edward Waters College will:

3.3.1 | Establish new athletics programs as HBCU programs of distinction, such as men’s volleyball, women’s soccer, women’s tennis, and women’s golf.
3.3.2 | Launch the Tiger Center for Academic Persistence and Success (TCAPS).
3.3.3 | Launch the Charles H. Pearce Institute, a Summer Bridge program designed to increase academic preparedness for incoming freshmen.
3.3.4 | Launch a revamped New Student Orientation (NSO).
3.3.5 | Increase fall-to-fall retention rates for first-time-in-college students (FTICs) by five points from 53% to 58%.
3.3.6 | Increase overall fall-to-fall student retention rates from 72% to 75%.
STRATEGIC PRIORITY #4
ENGENDER A CULTURE OF INSTITUTIONAL PHILANTHROPIC SUPPORT AND ESTABLISH THE EDWARD WATERS BRAND AS A BEST-IN-CLASS INSTITUTION OF DISTINCTION AND EMERGING EMINENCE.

STRATEGIC OBJECTIVE 4.1
Engender a Culture of Institutional Philanthropic Support.

STRATEGIC INITIATIVES
By 2025 Edward Waters College will:

4.1.1 | Increase annual private giving 84% from $336,000 to $619,000.
4.1.2 | Launch an Eminence 2025 fundraising initiative to increase the endowment 100% from $1.8 million to $3.6 million.
4.1.3 | Establish a sustainable booster club to generate $100,000 per annum.
4.1.4 | Establish sustainable signature annual fundraising event (i.e., Mayor’s Masked Ball) to support student scholarships ($250,000).
4.1.5 | Increase State legislative lobbying efforts to increase state funding by 54% from $3.9 million to $6.0 million to support academic outcomes, enrollment growth, and student retention and persistence.

STRATEGIC OBJECTIVE 4.2
Establish the Edward Waters Brand as a Best-in-Class Institution of Distinction and Emerging Eminence.

STRATEGIC INITIATIVES
By 2025 Edward Waters College will:

4.2.1 | Earn an invitation from an existing NCAA Division II athletic conference to then earn full NCAA Division II athletics membership.
4.2.2 | Launch a new rebranded Edward Waters website.
4.2.3 | Expand its social media presence across all platforms, and launch a new Edward Waters app to increase awareness and visibility.
4.2.4 | Establish a comprehensive marketing campaign in current and target markets to include social media, billboards, radio, TV, print, etc.
4.2.5 | Elevate its Carnegie classification from Undergraduate Instructional Program (Baccalaureate degree granting) to Graduate Instructional Program (Master’s degree granting).

*Average annual private giving FY2018 & FY2019
ADDENDUM
Mission, Vision & Core Values of Edward Waters University

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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.

Customer Service
Employing the Biblical tenant Matthew 7:12, “Therefore all things whatsoever ye would that men should do to you, do ye even so to them: for this is the law and the prophets.”

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

Scholarship
Creating a culture of erudition through a nurturing spirit.

Diversity
Endeavoring to celebrate the uniqueness of all cultures with appreciation and understanding.

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

Edward Waters College transitioned to Edward Waters University in 2021. Subsequently, a new Mission Statement was approved by the Edward Waters Board of Trustees May 7, 2021, effective June 17, 2021. The 2020-2025 EWU Strategic Plan was updated with an addendum in Fall 2022 to include the new EWU Mission Statement.