



TOUGALOO

1869

COLLEGE

Where History Meets the Future

*Preserving the Past,
Advancing Tomorrow*

2021-2026



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Mission

Tougaloo College prepares its students to be lifelong learners who are committed to leadership and service in a global society through its diverse undergraduate and graduate programs. The College is accessible to all persons while making students aware of its rich legacy as an independent, historically black liberal arts institution, affiliated with the United Church of Christ and Christian Church (Disciples of Christ).

Vision

As a thriving internationally recognized institution, Tougaloo College will prepare its graduates to be productive in their time and lead the change for a better world.

Pillars

Historic

The genesis of Tougaloo College begins with the end of legalized slavery. Founded in 1869 by the American Missionary Association, Tougaloo College became the epicenter of the Civil Rights Movement in Mississippi during the 1960s. Known nationally as “The Cradle of the Civil Rights Movement in Mississippi,” Tougaloo College was the safe haven for activists, as well as the important leaders of the Movement, including Dr. Martin Luther King, Jr., Fannie Lou Hamer, Senator Robert Kennedy, Julian Bond, Stokely Carmichael and many more.

Social Responsibility

Tougaloo College has gained national respect for its high academic standards and level of social responsibility. The College reached the ultimate demonstration of its social commitment during the turbulent years of the 1960s. It served as a safe haven for those who fought for freedom, equality, justice, and the sanctuary within which the strategies were devised and implemented to end segregation and improve race relations.

Liberal Arts

The Princeton Review and the U.S. News and World Report consistently list Tougaloo College as one of the Best Colleges in the Southeast, U.S. News and World Report recently ranked Tougaloo #2 in the social mobility category, while maintaining its spot in the top 15 historically black colleges and universities in the nation. Washington Monthly lists the College among the top 20 liberal arts institutions in the nation.

Multicultural

Tougaloo College continues to create an environment of academic excellence and a campus of engaged learners. The faculty and administration continue to challenge students to be prepared to take advantage of opportunities available in a global economy and to become leaders who will effect change. Today, the College has students of different races and ethnic backgrounds, creating an ethos of international diversity and global engagement. The high quality of faculty remains constant and diversity has been enhanced.



To the Tougaloo College Community,

As Chair of the Tougaloo College Board of Trustees, I want to express our sincere appreciation to everyone who was actively engaged in the strategic planning process. Tougaloo College is the institution it is today, due mainly to all of you who work tirelessly to contribute to its successes.

This new strategic plan, *Preserving the Past, Advancing Tomorrow*, reflects the dedicated efforts and insights of the entire community and is the outcome of an inclusive and collaborative process involving students, faculty, staff, alumni, trustees, business partners, and donors.

With this strategic plan serving as a roadmap for continued growth, innovation, and transformation, I am confident that the best is yet to come. As the Board of Trustees, we are entrusted with the responsibility to ensure the long-term sustainability and success of Tougaloo College. We look forward to working with President Carmen J. Walters and her administrative team to help achieve the plan's goals and objectives and advance the mission of Tougaloo College.

We are proud of Tougaloo's past and embrace its bright future! We are privileged to be a part of this strategic planning process that positions Tougaloo College to greater distinction.

Sincerely,

Edmond E. Hughes, Jr.

Edmond E. Hughes, Jr.
Chair



Dear Tougaloo College Community,

It is an exciting time at Tougaloo College, particularly as we celebrate 152 years of our institution's extraordinary heritage and the 120th year of the historic Woodworth Chapel. We mark Tougaloo's defining legacy of academic excellence and social responsibility, and our continued growth and successes. For this reason, we are pleased to share with you the launch of Tougaloo College's 2021-2026 Strategic Plan, entitled *Preserving the Past, Advancing Tomorrow*, that will define our institutional priorities over the next five years. We initially began our strategic planning process in August 2019, but with the onset of the COVID-19 pandemic, the Strategic Planning Committee was forced to restart the process in December 2020.

The goal was to advance a process that included the collective voices and aspirations of all of the College's key contributors. We engaged CREDO, a comprehensive higher education partner, to assist us in this planning process. The collaborative and inclusive process began with feedback and direction from the Board of Trustees. Through listening sessions, students, faculty, staff, alumni, business partners, and private donors provided input. We worked tirelessly to craft a new strategic plan to help shape the College's future.

Preserving the Past, Advancing Tomorrow is a comprehensive road map focused on student success, enrollment growth, philanthropic giving and alumni engagement, campus infrastructure, branding, technology, revenue diversification, economic development, and community partnerships. The strategic planning team identified four core themes that will guide the implementation of the strategic plan: Eagles TRANSFORM, Eagles ALIGN, Eagles CONNECT, and Eagles ASCEND, supported by our Quality Enhancement Plan, an ongoing process of evaluation and assessment to measure student success.

Preserving the Past, Advancing Tomorrow presents a clear, forward-looking path to a future of innovation, strategic growth, transformation, and greater institutional distinction. The plan includes an eco-system of supporting partners and begins with the institutional mission, vision, and marks, followed by goals, objectives, strategies, and key performance indicators. I am confident we have built a strong thriving foundation for Tougaloo. I invite you to join us on this transformative journey to realize this bold and innovative vision for Tougaloo's future. We are Tougaloo strong!

Sincerely,

Carmen J. Walters

Carmen J. Walters, Ph.D.
President, Tougaloo College



01 Developing the Strategic Plan





02 *Fostering Success*

Tougaloo College Strategic Plan 2021–2026 provides broad, forward-looking direction to ensure student success in the dynamic and historic Eagle Queen. The plan reflects a common purpose, beliefs, commitments, and priorities. It also establishes a set of major goals that will be achieved over time at the College and across the community. The strategic plan recognizes the unique characteristics of each of the College's divisions and programs, the students, faculty, staff, and Tougaloo network. It includes a range of high-level strategies that will be operationalized in a manner appropriate for each stage particularly focusing on the theme and respective initiatives. Ultimately, the strategic plan acknowledges our proud history, short-term challenges, and opportunities while identifying future directions, aspirations, and operational strategies. It also affirms our fundamental mission: to prepare each student for a successful life and work in a diverse, global, and dynamic society.

The strategic plan serves to set strategic direction for Tougaloo College in the next six years. Some parts and elements of the strategic plan are ongoing and in initial stages. A critical part of the strategic planning process is to engage and gain input from you, our board of trustees, key contributors, including our partners and employees. Additional conversations, consulting, and development will be continued throughout the subsequent months to ensure faculty, staff, students, alumni, community members, civic and business leaders are able to provide feedback that ensures continuous improvement. Our goal is to seek input from valued community members to chart a path to success.





03 *Charting our Course*



Eagles Transform

Eagles Align

Eagles Connect

Eagles Ascend

Student Stakeholder

Unparalleled Teaching and Learning

Culture of Care and Accountability

Partnerships with Significance

Recognized for Excellence

Financial Resources

Increase Net Tuition Revenue
Invest in Students

Increase Grant Revenue
Invest in Faculty & Staff

Increase Alternative Revenue
Invest In Campus

Increase Donor Revenue
Invest in New Programs and Brand

Internal Processes

Holistic Student Success Model

Incentivizing Innovation and Entrepreneurship

Enhancing Research and Data Infrastructure

Branding and Marketing

Organizational Capacity

Focused Retention Initiatives

People First

Campus Master Plan

New Markets, New Programs, Right Places

KEY PERFORMANCE INDICATORS

Eagles Transform

Retention
Enrollment
Auxiliary Revenue
Deferred Maintenance
Targeted Partnerships

Eagles Connect

Retention
Enrollment
Grant Wins and Submissions
Targeted Partnerships
Research

Eagles Align

Retention
Enrollment
Graduation Rate
Grant Wins and Submissions
Targeted Partnerships

Eagles Ascend

Retention
Enrollment
Graduation Rate
Alumni Involvement
Philanthropy



04 Advancing Social Justice

While the academy is the pulse of Tougaloo College, social justice is the red thread that has been an integral part of this institution's history and mission.

A deep commitment to social justice is embedded in the DNA of Tougaloo College; and over the next five years, the Division of Strategic Initiatives & Social Justice will:

- Design and offer academic programs that both inform and prepare students to be leaders in their respective careers - in collaboration with the Division of Academic Affairs
- Create new community partnerships and strengthen already established partnerships such as our longstanding relationship with Brown University.
- Provide opportunities for campus and community engagement on social issues that will result in substantive systemic change at the state, regional, and national levels.



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