



TOUGALOO

1869

COLLEGE

Where History Meets the Future

Preserving the Past,
Advancing Tomorrow

2021-2026 Strategic Plan

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Our Vision and Mission

The history and foundations of Tougaloo - the place and the institution - have forged a unique set of values. The history of inequity and a conviction for remedy through education and service both inform the values of Tougaloo College and serve as its foundation.

Our 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.

Our 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).

Our Pillars

Our pillars establish the educational, social, and civic foundation for the college.

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.



Our Core Values

Our core values guide how the college delivers a high-quality experience for students, faculty, staff, and alumni.

Excellence

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

Social Justice

Embracing a burden of obligation for human rights, honoring differences, and working towards equality and equity for all locally, regionally, nationally, and globally.

Civic Engagement

Dedication to addressing issues of civil rights and public concern.

Cooperation

Fostering the concept of teamwork to drive success.

Professionalism

Practicing proficiency, skill and expertise as servant leaders

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.

Service

Empowering communities through the increased engagement of faculty, staff, students, and alumni in outreach and partnerships contributing to individual achievement, economic development, and the common good.

A Message From The President

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 ecosystem 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

A Message From The Chairman

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.
Board Chair, Tougaloo College



Our Journey

Preparation

To conduct the development of this strategic plan, the college President and Extended Cabinet members authorized the Strategic Planning Committee to act and develop a strategic plan given a particular timeline. The committee along with CREDO partners acted upon this authorization. Data and other resources were provided to CREDO and utilized to prepare an initial analysis with a set timeline.

Discover

The Strategic Planning Committee underwent extensive data gathering. The data was vetted to ensure efficiency. Several meetings were held to provide updates and receive feedback.

Implementation

The Strategic Planning Committee utilized a tight timeline to prepare and design the Strategic Plan. This plan is composed of several work plans presented to the Board of Trustees for their initial review and approval.

Monitoring

The planning process was monitored for effectiveness or points of improvements. The monitoring phase will continue throughout implementation of the 5-year plan.

Core Themes

These core themes outline the strategic focus for Tougaloo College through 2026. These themes: Ascend, Connect, Align, and Transform highlight four significant areas targeted for improved outcomes: student stakeholder engagement, financial resources, internal processes, and organizational capacity. Each core theme outlines strategic objectives in each of those areas.





Eagles Transform

Strategic Priority

Ensure a transformative educational experience that fosters student learning, success, retention, and graduation.

Transform Strategy 1

Attain academic excellence.

- Develop and grow high-quality and distinct academic programs designed to meet the needs of diverse students and the workforce.
- Hire and maintain highly qualified faculty consistent with the growth of academic programs.
- Promote innovative teaching and learning practices.
- Enhance student learning through high-quality, student-centered educational experiences.
- Engage in curricular renewal efforts to strengthen existing undergraduate and graduate academic programs.
- Develop and teach quality online programs and courses to meet demand, increase enrollment, and provide scheduling flexibility.

Transform Strategy 2

Affirm student access and success as institutional priorities.

- Increase access to higher education, particularly for Mississippi students.
- Increase enrollment, retention, and graduation of an intellectually ambitious and racially, ethnically, culturally, and socio-economically diverse student body.
- Strengthen experiential learning, internship, and career activities.
- Ensure attendance is affordable and accessible through increased scholarships for more students and their families.
- Recognize the distinct curriculum and career advising needs of entering first-year, first-time, and transfer students and provide tailored guidance to them.



Eagles Transform

Strategic Priority

Ensure a transformative educational experience that fosters student learning, success, retention, and graduation.

Transform Strategy 3

Expand the boundaries of research, innovation, and creativity.

- Strengthen our research infrastructure to facilitate increased sponsored faculty research.
- Expand research-based learning and training for undergraduate students.
- Expand investment in excellence in research, scholarship, creative endeavors, and professional development.
- Increase grant and foundation funding in support of innovative pedagogy.

Transform Strategy 4

Ensure a sustainable financial and fundraising model for the College's long-term viability.

- Strengthen our research infrastructure to facilitate increased sponsored faculty research.
- Expand research-based learning and training for undergraduate students.
- Expand investment in excellence in research, scholarship, creative endeavors, and professional development.
- Increase grant and foundation funding in support of innovative pedagogy.



What We Measure

Freshman Retention Rate

2019 Baseline: 60%

2026 Goal: 88%

Returning Students Retention Rate

2019 Baseline: 70%

2026 Goal: 86%

Four-Year Graduation Rate

2019 Baseline: 27%

2026 Goal: 32%

Faculty and Staff Satisfaction

2019 Baseline: 80%

2026 Goal: 96%

Six-Year Graduation Rate

2019 Baseline: 218

2026 Goal: 320

Returning Undergraduate Enrollment

2019 Baseline: 491

2026 Goal: 626

Returning Graduate Enrollment

2019 Baseline: 7

2026 Goal: 22

Early College High School (Dual Enrollment)

2019 Baseline: 82

2026 Goal: 120

New Academic Programs

2019 Baseline: 2

2026 Goal: 5

- Bachelor's degree in Business
- Bachelor's degree in Cybersecurity
- Minor in Data Science
- Major in Digital Marketing
- Master's degree in Biology

Online Degree Programs

2019 Baseline: 0

2026 Goal: 5

Endowment Growth

2019 Baseline: \$22.8 million

2026 Goal: \$50 million

Grant Revenue

2019 Baseline: \$19 million in funding

2026 Goal: \$24 million in funding

Graduate and Professional Schools Placement

2019 Baseline: 52%

2026 Goal: 85%



Eagles Align

Strategic Priority

Tougaloo College will invest in its people, infrastructure, and technology to cultivate an environment to work and learn.

Align Strategy 1

Invest in student, faculty, and staff success.

- Inspire students to be engaged citizens through high-impact learning opportunities abroad and on campus.
- Expand/develop support services to encourage students' sense of belonging, growth mindset, well-being, and mental health.
- Increase employee development, satisfaction, and campus engagement, including promoting shared governance and building a campus community founded on a culture of mutual respect.
- Increase the number and quality of opportunities that engage students in research with faculty.
- Invest in research/mentoring professional development efforts to increase faculty research productivity.
- Support systematic, ongoing assessment of learning outcomes at the department and program level.

Align Strategy 2

Promote social justice as institutional priority.

- Promote social and racial justice, diversity, and inclusion by embedding them throughout all aspects of the College's program and operations.

Align Strategy 3

Invest in a technology infrastructure that supports our core mission.

- Implement a data governance framework with processes to make data accessible, protect it, and ensure data quality.

Align Strategy 4

Maintain a physical environment that inspires learning and attracts and retains students, faculty, and staff.

- Implement a Facility Master Plan to enhance or expand facilities that support teaching, learning, student needs, and enrollment growth.



What We Measure

Alumni Giving Percentage

2019 Baseline: 8%

2026 Goal: 13%

Student Satisfaction Growth

2019 Baseline: 75%

2026 Goal: 90%

Graduate and Professional Schools Placements

2019 Baseline: 50

2026 Goal: 76

Faculty and Staff Satisfaction

2019 Baseline: 80%

2026 Goal: 96%

Funding for Research, Development, and other Sponsored Programs

2019 Baseline: \$15 million

2026 Goal: \$25 million

Sponsored Programs Activities

2019 Baseline: 15 submissions

2026 Goal: 30 submissions

Number of Academic Program Assessments

2019 Baseline: 50%

2026 Goal: 100%



Eagles Connect

Strategic Priority

Enrich engagement to demonstrate the value of the College to this state, region, and the world and build support for the institution.

Connect Strategy

Deepen engagement with our extended community of alumni, friends, community partners, supporters, and others.

- Value our alumni as full-fledged members of our community and lifelong learners through educational opportunities, participation in student mentoring, and on-campus events and reunions.
- Grow and create strategic partnerships and initiatives to build support and goodwill for the institution and offer collaborative and mutually beneficial opportunities.
- Sustain and grow existing relationships with stakeholders.
- Enhance educational opportunities for the state and region through increased degree programs and high-quality certificates through traditional and non-traditional programs.



What We Measure

Academic Partnerships

2019 Baseline: 10

2026 Goal: 30

Corporate and Foundation Partnerships

2019 Baseline: 30

2026 Goal: 50

Alumni Involvement

2019 Baseline: 2,000

2026 Goal: 4,000

Alumni Giving

2019 Baseline: \$738,000

2026 Goal: \$1.1 million



Eagles Ascend

Strategic Priority

Strengthen our position as a national leader in liberal arts education.

Ascend Strategy

Communicate the unique story of Tougaloo College as an institution that offers a distinctive, differentiating, and transformational educational experience.

- Implement a coordinated and aligned strategic marketing and communication plan that communicates the relevance and importance of Tougaloo to all constituencies, advances the College's priorities, and supports student enrollment and retention.
- Raise the College's profile in higher education throughout the Southeast and beyond.
- Promote the College's achievements and exemplars of excellence.
- Redesign the College's website to become a platform for the meaningful exchange of information and ideas.
- Educate our stakeholders on ways to give and how giving and participation impact rankings, showcase needs, and highlight success stories.

What We Measure

Tougaloo's Rank Among HBCUs in US News & World Report

2019 Baseline: No. 15

2026 Goal: No. 5

Tougaloo's Rank Among National Liberal Arts Institutions in US News & World Report

2019 Baseline: No. 150

2026 Goal: No. 50

Tougaloo's Rank in Social Mobility

2019 Baseline: No. 3

2026 Goal: No. 1

Number of Faculty Publications

2019 Baseline: 20

2026 Goal: 50

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