

# Tougaloo College

*Strategic Plan*

2010 - 2015



# Strategic Plan 2010 - 2015

*Cover: Founders' Convocation, 2009*

*Hara, Associate Professor of Art, Department of Visual and Performing Arts*

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## Message from the President

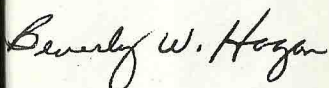
Strategic planning is an important undertaking for any institution as its stakeholders create the vision for the future. And Tougaloo College does not simply see the future as a place we are going, rather it is a place we creating based on the future we want. This visioning requires the investment of time and intentional thought by all those who make up our community - students, alumni, faculty, staff, parents, donors and trustees. This is especially important at a special place like Tougaloo College where mission, values and a sense of common purpose inform our planning and decisions.

In developing our Strategic Plan 2010-2015, Tougaloo College engaged the diverse voices of our students, faculty, staff, alumni and Board of Trustees. We drew upon the commitment, wisdom, experience, imagination, passion and hopes of individuals representing the groups who help to form our community. We considered the College's rich legacy, current position and the ways in which it can best embrace and fulfill its mission as a more twenty first century college.

From the outcomes of the deliberations and reports, the leadership of the College developed a vision for the future, one that draws its inspiration and goals from the College's mission and potential, as well as the emerging societal needs and possibilities.

Our vision led to six principal strategic initiatives. Each emerges from an existing strength; each flows from our mission as an independent historically black college founded by the American Missionary Association to advance social equality through education; each offers the opportunity to further the College's legacy of excellence in teaching, research and service; and each speaks to a core dimension of the College's life and the lives of those we are privileged to serve.

The aims outlined in this strategic plan reflect more than the mere conclusions taken from a planning report. They represent our community's conviction that Tougaloo College must strive to meet the crucial challenges of our time, just as it met the complex challenges of the past. The strategic plan is the community's reaffirmation to embrace our heritage and continue to advance a legacy of excellence, relevance and influence.



Beverly W. Hogan

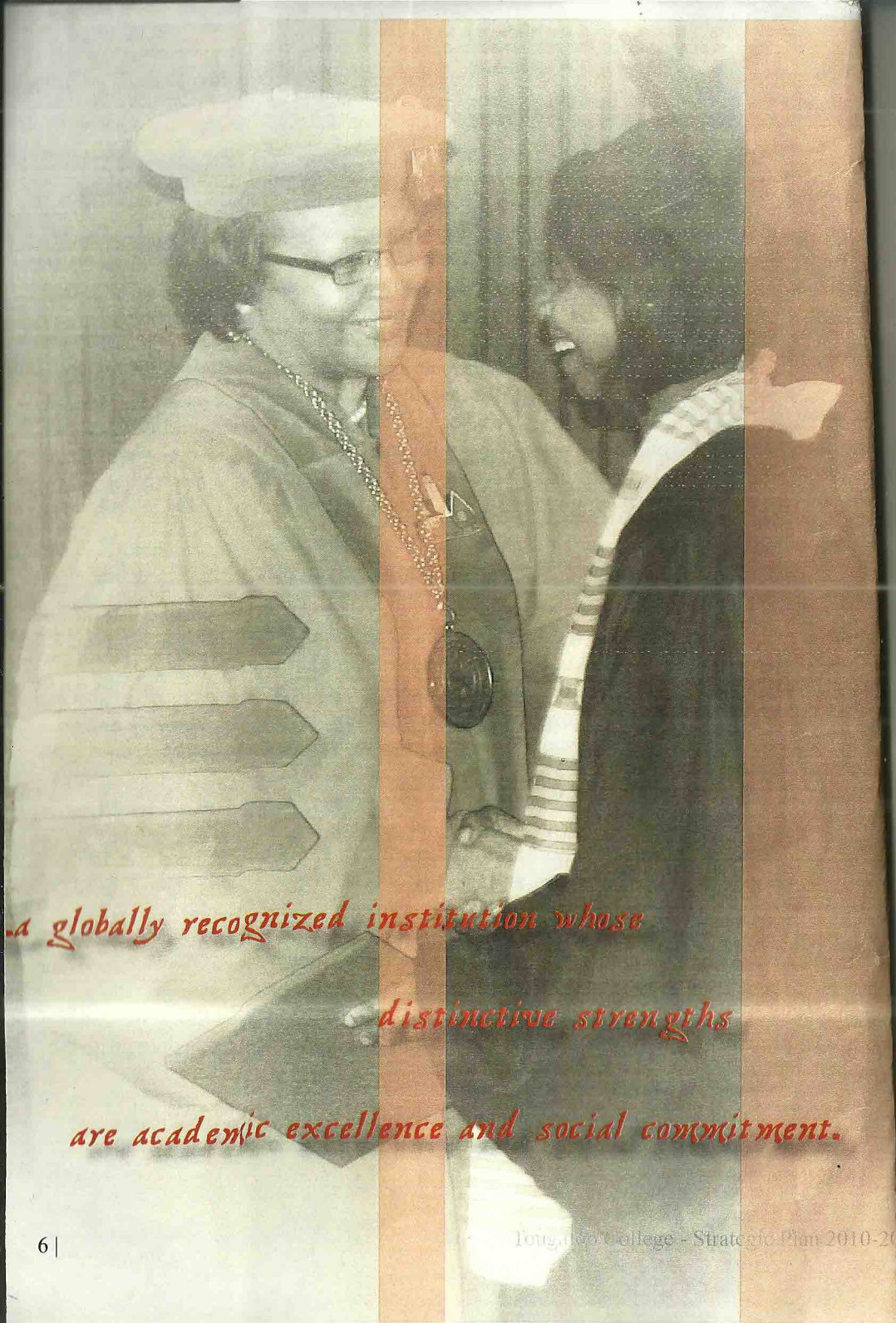
## Introduction

In developing our strategic plan, our primary goal is to enhance our ability to achieve our mission; a mission that has evolved over past decades through our heightened sensitivity to the changing climate of higher education. We have identified our core values and developed our statement of purpose and vision. We updated our mission statement in 2002 and again in 2010. Through our discussions, there is an agreement that the mission as stated in the original charter is still appropriate today - Tougaloo College is an independent, historically black liberal arts institution "accessible to all regardless of race, ethnic origin, religion or creed". Our updated version also reflects that "through its diverse curricula and fostering scholarly inquiry, the College prepares its students to be imaginative, self-directed, lifelong learners and mindful thinkers, committed to leadership and service in a global society." Though the means through which we deliver education today is becoming more diverse, Tougaloo College *still believes* that students achieve the best quality of academic experiences in an intimate, nurturing and active learning environment set in a residential community such as Tougaloo College has provided for more than a century.

Our formal strategic planning process began in 2008. We formed a steering committee comprised of representation from all major stakeholders to develop the process and time frame and identify the specific goals and strategies for the next five years to position the College to fulfill its mission and create the future we want. Under the leadership of Dr. Larry Johnson, director of institutional research, assessment and planning, the steering committee identified, discussed and refined strategies through focus groups, research, administrative review and other efforts. The administrative and board leadership then reviewed all recommendations and refined further, focusing on specific priorities of the College: advancing academic excellence, reemphasizing the liberal arts as the core curricula while integrating specific knowledge areas to shape a diverse curricula, expanding our student population, preserving and upgrading our campus facilities, maintaining a world class faculty with a focus also on professional development for staff, and improving the financial balance and stability of the College. This review informed the development of the strategic plan 2010-2015 and the six strategic initiatives.

An important companion document to the strategic plan is the College's institutional effectiveness plans that are developed by each of the College's sectors. These individual plans provide the particular metrics for each strategic initiative with measurable outcomes and the identification of person(s) primarily responsible for achieving the indicated outcomes, accompanied with the expected timelines.

While Tougaloo College will change and continue to evolve as an institution of international distinction, the College will never lose sight of its mission and core values that help shape what is known as *the Tougaloo Spirit*.



*a globally recognized institution whose distinctive strengths are academic excellence and social commitment.*

#### VISION STATEMENT

Tougaloo College is a globally recognized institution whose distinctive strengths are academic excellence and social commitment. The College's living and learning environment prepares its students to become broadly educated, attain the academic capability for lifelong learning, develop morally and socially responsible character and take advantage of multiple avenues for interdisciplinary and experiential learning.

#### MISSION

Tougaloo College is an independent, historically black, liberal arts institution, "accessible to all regardless of race, ethnic origin, religion or creed". Through its diverse curricula and fostering scholarly inquiry, the College prepares its students to be imaginative, self-directed, lifelong learners and mindful thinkers, committed to leadership and service in a global society.

#### PURPOSE STATEMENT

Tougaloo acknowledges and respects its traditions; remains dedicated to the equality of all people; and continues to be a value-oriented community where students are guided by a concerned faculty and staff.

The members of this community apply current knowledge to prepare students for lifelong learning related to new information and emerging technologies, as well as to humane standards in a global society.

Tougaloo offers an undergraduate curriculum designed to encourage students to apply critical thought to all areas of life, to acquire a basic knowledge of the humanities, the natural sciences, and the social sciences, to develop skills required in selected professions; and to provide leadership in a democratic society and in a changing world.

Tougaloo intends that its students become self-directed learners and self-reliant persons capable of dealing with people, challenges and issues. Tougaloo College intends to contribute to the social, health, and educational needs of the local and state communities through a program of community service.

## OUR VALUES: OUR PAST INFORMS OUR FUTURE

Our strategic plan represents our vision for the future. However there are abiding values of our institution that should not change and that continue to inform our vision as we are inspired by the opportunities of the future and pursue strategies for continuous improvement.

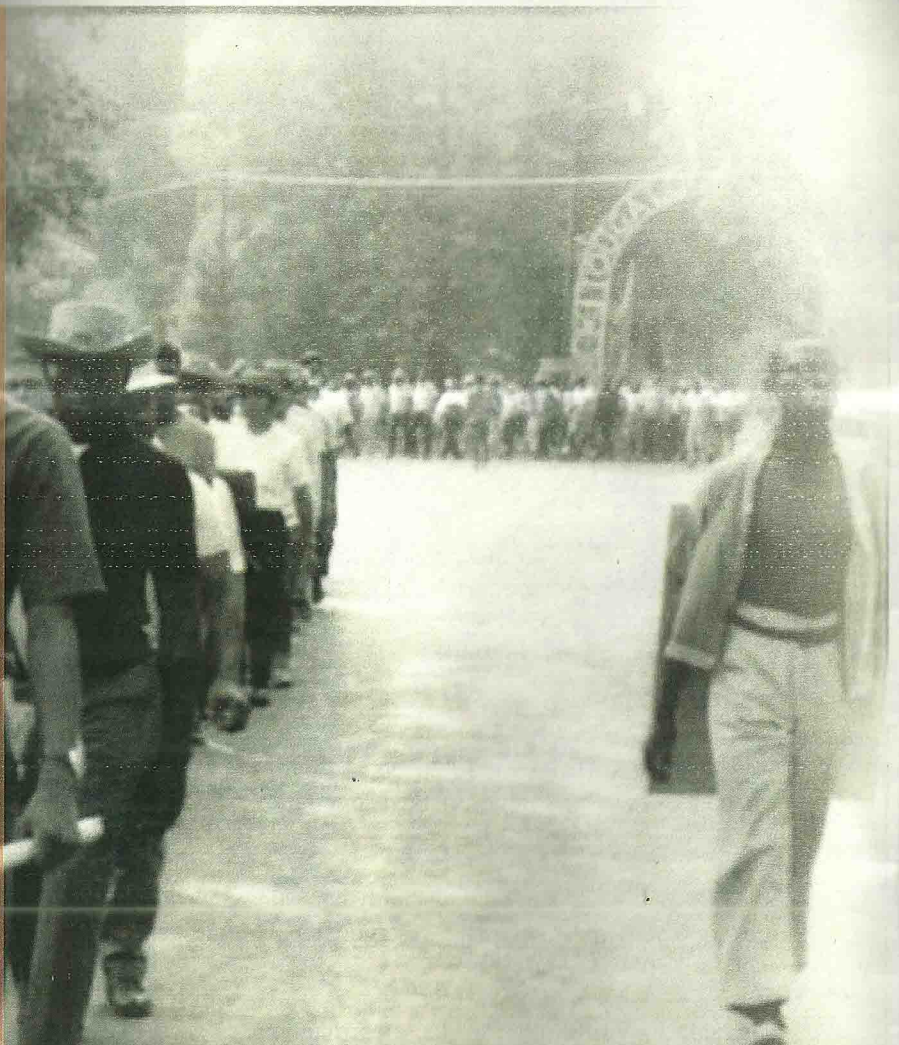
- Academic Excellence
- Intellectual Freedom
- Social Responsibility
- Accessibility
- Diversity and Inclusion
- Relevance
- Accountability
- Tradition and legacy
- Fiscal Integrity and Stewardship
- Collaboration and Teamwork
- Innovation and Risk Taking

## LOOKING AHEAD

Our world is changing faster than ever before. Twenty years from now, the best colleges and universities will be those that have a plan to adapt to the changing needs of the 21st century. At Tougaloo College, we have a plan not only to sustain our relevance in a changing world but to advance excellence and become a more distinctive College.

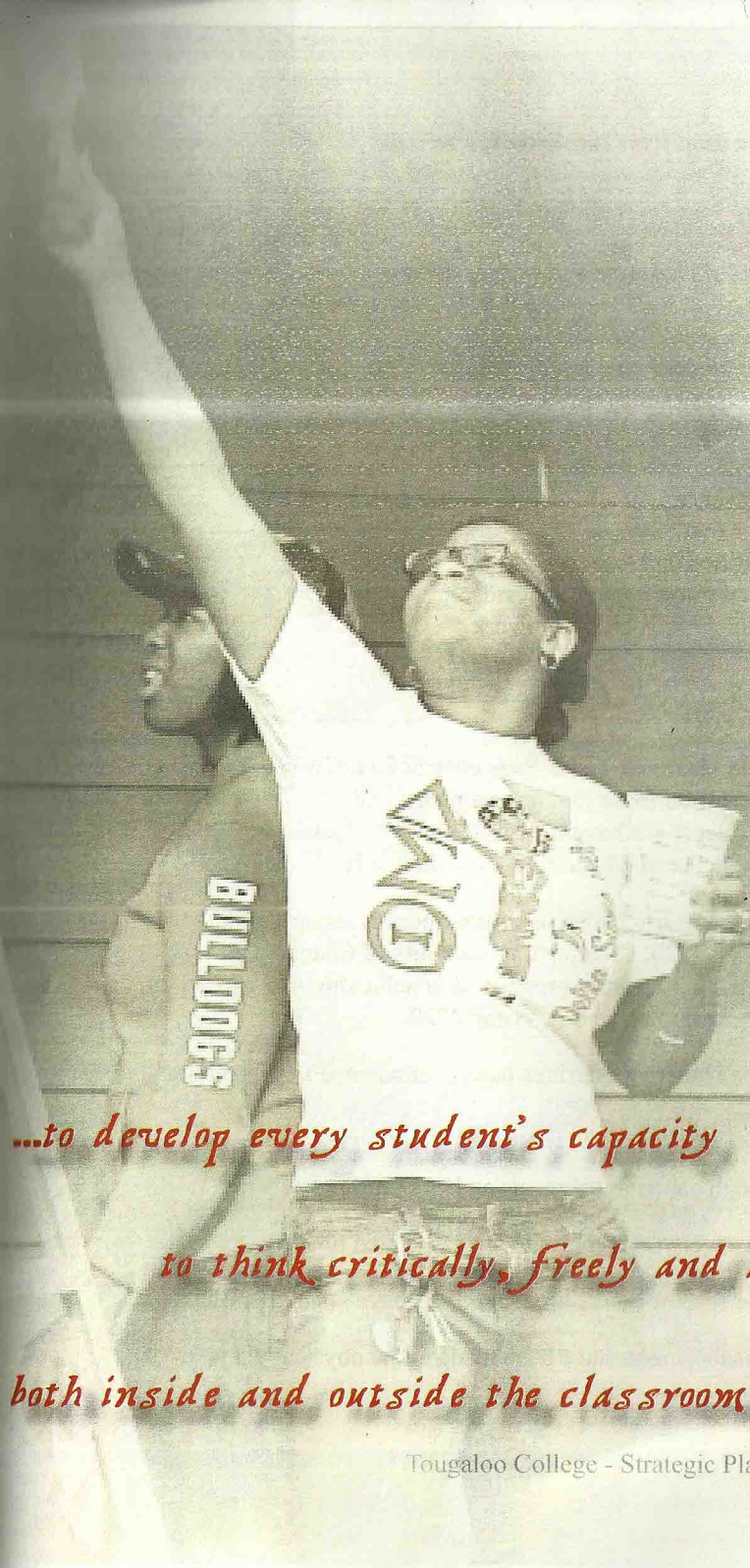
In 2007, Tougaloo articulated its commitment to become a more distinctive institution in its case for support, Vision 2020: Creating a Community of Change. Our vision grew out of our 2003 strategic plan. Tougaloo has steadily progressed in achieving many of the goals to advance excellence and move boldly toward achieving Vision 2020.

- Our academic offerings have strengthened and the national rankings have risen.
- Student enrollment is stable and growing.
- Faculty accomplishments and recognition have increased.
- Research has increased with associated funding.
- Our resource development efforts have strengthened.
- Enhancements have been made to the physical plant.



*...a plan not only to sustain our relevance  
in a changing world but to advance excellence  
and become a more distinctive College.*

*lith March on Jackson, 1966, forming at the Tougaloo College gate.*



*...to develop every student's capacity*

*to think critically, freely and humanely...*

*both inside and outside the classroom*

- Significant improvements have been made in our technology infrastructure, including the addition of "smart classrooms."
- The widening of County Line Road will help accelerate the development of our land and impact the surrounding community.
- Our strategic alliances have expanded to broaden outreach opportunities for innovation, learning, growth and service.

Tougaloo College faces new challenges and new opportunities. We bear an obligation to maintain, renew and change our existing academic programs and facilities in order to remain attractive and relevant for the next generation of scholars, students and professionals. We also seek to explore those frontiers of knowledge where the institution's faculty and resources can make a tangible difference to generations yet unborn. Fulfillment of these responsibilities requires a continuous dialogue throughout the College, both about our academic and educational goals and the operational and financial capacities required to achieve them.

#### VISION AND CONTEXT FOR THE STRATEGIC PLAN

Our commitment to the values of the liberal education is woven through Tougaloo College's curricula and pre-professional programs. Our approach to education has a fundamental purpose: to develop every student's capacity to think critically, freely and humanely. Both inside and outside the classroom, the College seeks to cultivate analytical reasoning, judgment, love of learning, commitment to justice and the quality of character essential for individual achievement and productive participation in society.

These values are fostered in a family-like community that nurtures strong ties among students, faculty and staff. Personalized attention and opportunity for one-on-one interactions between outstanding faculty and students are the hallmarks of the educational experience at Tougaloo College. We strive to improve our campus and global community by promoting excellence in teaching, research and scholarship, engaging in service with others and embracing diversity.

Our educational philosophy is represented most clearly by our Core Curriculum, because we believe that the traditions of the liberal arts provide valuable skills of critical and cogent thinking, careful analysis and clear communication. We will encourage renewed emphasis on the Core and its mission, objectives, and pedagogy, including being more intentional and direct in the teaching of it while reemphasizing the importance of research in promoting scholarship and enhancing classroom teaching. We will pursue greater integration of the Core by encouraging awareness of cross-disciplinary ideas, discussions, and applications as well as curricular activities that underscore the connections between different disciplines. We will strive for increased intellectual engagement through enhanced academic rigor, providing our students with an education that is inspiring,



*Recruit and retain a diverse and  
highly qualified faculty  
are committed to the vision and mission  
of the College.*

intentional, and experiential, thereby producing graduates that are prepared to lead and serve in a diverse and changing world.

Our strategic plan describes the steps we will take to move the College from our current reality to achieve our vision for the 21<sup>st</sup> century and beyond. Our successful achievement of the initiatives under the current strategic plan will help us to advance the vision as we continuously move forward.

#### STRATEGIC INITIATIVE 1: ADVANCE ACADEMIC EXCELLENCE

Tougaloo will provide a liberal arts education core curriculum that includes critical thinking, analytical reasoning, reflects a global society, and embraces technological advances in a competitive educational market as it broadens its offerings to address the emerging needs of twenty first century learners.

##### Strategies

- 1.1 Enhance teaching, research and service to ensure ongoing academic excellence and relevance to 21<sup>st</sup> century learners
- 1.2 Implement innovative methods and modes of teaching and learning to improve student learning outcomes and that will incorporate new educational resources and leading edge technology to support the living and learning environment of the College
- 1.3 Recruit and retain a diverse and highly qualified faculty who are committed to the vision and mission of the College
- 1.4 Offer leading-edge, vibrant and relevant curricula that will prepare our students for graduate and professional schools, careers and meaningful lives
- 1.5 Enhance partnerships, networks, and consortia to optimize opportunities for innovation, learning, growth and service
- 1.6 Integrate leading edge technology to support the College's living and learning environment

##### Key Performance Indicators

- Academic program review and assessment
- Technology access, integration and expansion
- Increase in consortia relationships
- Student learning outcomes data
- Diversity in faculty and student body
- Retention/graduation rates



*Develop strategic  
local, regional and global partnerships  
with business and industry*

- Increase in student success indicators (Graduate/professional school, employment)

## STRATEGIC INITIATIVE 2: RESOURCE DEVELOPMENT

Tougaloo College will increase the financial resources to achieve its vision and mission in meeting the ongoing and future operating and programmatic needs of the College.

### Strategies

- 2.1 Create conditions for community and donor/investor trust through good stewardship
- 2.2 Implement the integrated fundraising plan for securing increased income/gifts and contributions
- 2.3 Increase engagement of alumni for fulfillment of restricted, quasi-restricted and unrestricted operating support of the College, as well as in-kind contributions to the College
- 2.4 Implement the comprehensive marketing and communications strategy to promote Tougaloo College internally, locally and globally
- 2.5 Advance the Comprehensive Campaign, *Vision 2020: A Community of Change* to secure the College's capital funding base
- 2.6 Develop new initiatives to build the endowment
- 2.7 Increase engagement of alumni in fund development, communications and student recruitment activities
- 2.8 Develop a master plan for the strategic development of the College's land and other natural resources to maximize revenues.

### Key Performance Indicators

- Increase in strategic business/industry partnerships
- Number of commitments to capital campaign and Annual Fund commitments (gifts and pledges)
- Increase in percent of alumni giving
- Increase in Endowment Fund Partners
- Increase in efforts to promote/market *Vision 2020*



*...ve and continuously upgrade facilities and  
infrastructure  
to create a campus community  
that supports learning and  
responsible, sustainable environmental practices,  
healthy lifestyles  
and a safe environment.*

- Number of inquiries and commitment from developers

### STRATEGIC INITIATIVE 3: CAMPUS FACILITIES AND ENVIRONMENT

Tougaloo College will preserve and continuously upgrade facilities and infrastructure to create a campus community that supports learning and promotes responsible, sustainable environmental practices, healthy lifestyles and a safe environment.

#### Strategies

- 3.1 Create and promote a safe, vibrant, supportive and wellness-conscious campus community.
- 3.2 Implement a campus community maintenance, improvement and master plan for College facilities and grounds.
- 3.3 Adopt leading-edge technology to support the College's mission and vision.
- 3.4 Develop and implement a recycling and energy conservation program.
- 3.5 Construct a campus Walking Track/Trail to initiate healthy lifestyles.

#### Key Performance Indicators

- Annual facilities maintenance review
- Ongoing annual assessment of living/learning environment
- New construction/renovation of facilities
- Review of master plan
- Review of campus walking track/trail
- Campus participation in recycling program
- Implementation of the Enterprise Resource Planning System
- Installment of a new telecommunications system

### STRATEGIC INITIATIVE 4: GLOBAL COMMUNITY

Tougaloo College will address issues of globalization to expand the world views of the College community.

#### Strategies

- 4.1 Promote opportunities for study abroad opportunities for faculty, staff and students



*..Develop a mentoring program  
junior and mid-career faculty and staff  
develop an employee recognition program.*

- 4.2 Establish collaborative partnership with international institutions and agencies
- 4.3 Engage students in more immersive learning in modern languages and cultures
- 4.4 Establish a global issues forum to promote cultural exchanges

#### *Key Performance Indicators*

- Expansion of student/faculty exchange
- Percent of campus participation in focused current events reading/discussion club
- Student satisfaction survey
- Percent of faculty, staff and students participation in global issues
- Percent of students participating in study abroad programs
- Percent of students enrolled in critical languages courses
- Increase in enrollment of international students

#### **STRATEGIC INITIATIVE 5: PROFESSIONAL DEVELOPMENT**

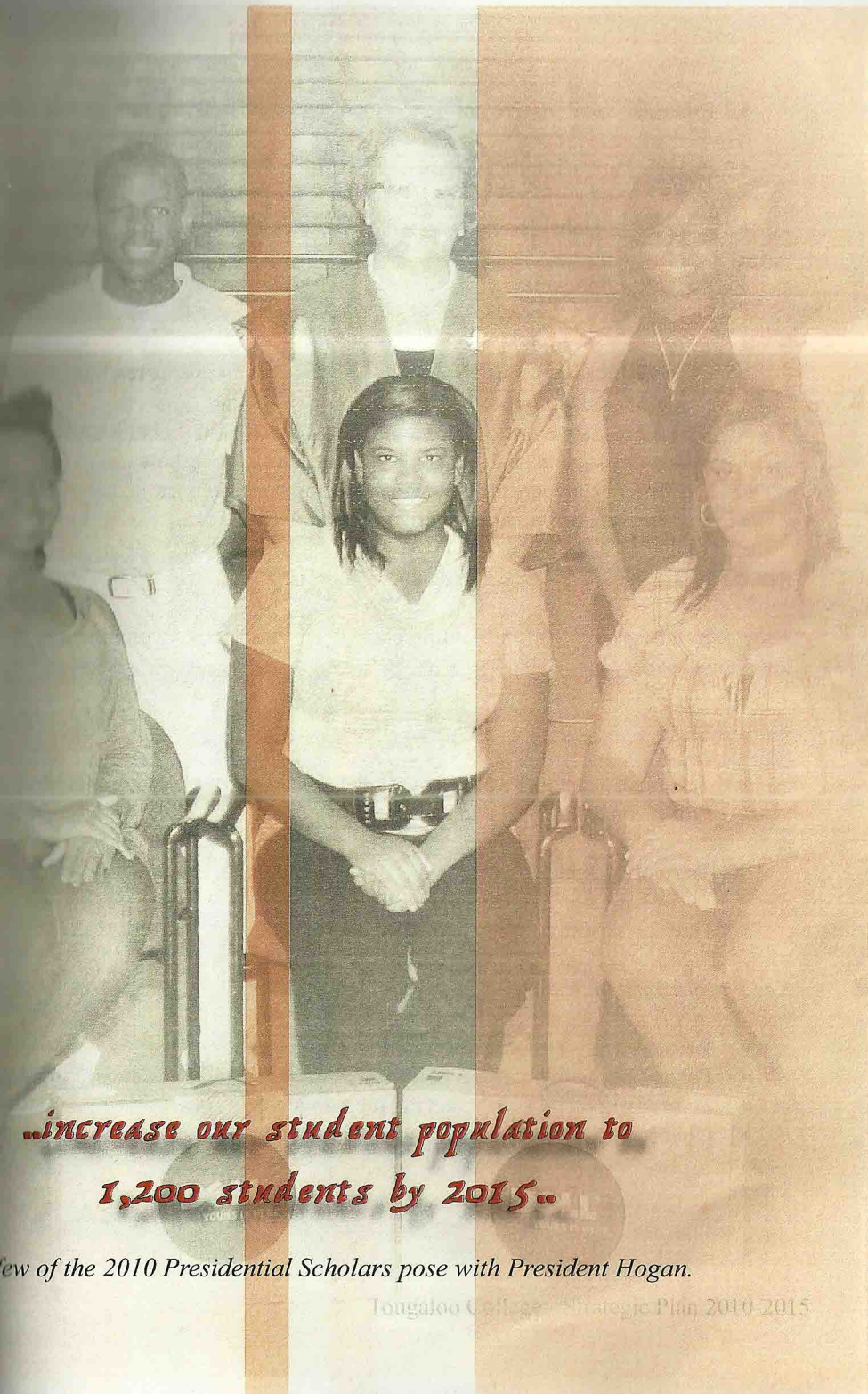
Tougaloo College will institute a comprehensive professional development training program for faculty and staff.

#### **Strategies**

- 5.1 Establish a campus wide professional development training program to enhance the professional skills of employees.
- 5.2 Develop a mentoring program for junior and mid-career faculty and staff.
- 5.3 Develop an employee recognition program

#### *Key Performance Indicators*

- Review of professional development training program
- Percent of faculty/staff participating in professional development training
- Percent of faculty/staff receiving recognition
- Ongoing assessment of customer services



*..increase our student population to  
1,200 students by 2015..*

*ew of the 2010 Presidential Scholars pose with President Hogan.*

Tougaloo College Strategic Plan 2010-2015

## STRATEGIC INITIATIVE 6: RECRUITMENT AND RETENTION

Tougaloo College will increase its student population to 1200 students by 2015.

### Strategies

- 6.1 Coordination of all academic programs, resources and services to support sustained and systemic success for students
- 6.2 Identify and increase scholarships
- 6.3 Expand opportunities for online education and eLearning
- 6.4 Ongoing training for faculty, staff and alumni to encourage active engagement in student recruitment and retention
- 6.5 Promote co-curricular activities that complement student learning outcomes
- 6.6 Develop a comprehensive plan to both increase and optimize the distribution of scholarship dollars

### Key Performance Indicators

- Inquiries for admission
- Increase in scholarship resources
- New student enrollment data
- Student Persistence Data
- Review of academic advising processes
- Retention/graduation rates

Tougaloo College - Strategic Plan 2010-2015

*Tougaloo College Strategic Planning Steering Committee*

Larry Johnson, Chair  
Fred Alexander  
Alfredlene Armstrong  
George Armstrong  
Loye Ashton  
Santanu Banerjee  
Xiomara Bell  
Sylvia Clark  
Mary Davis  
Carolyn Evans  
Edmond Hughes  
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Felicia W. Kent  
Shaila Khan  
Paul Krombholz  
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James Smith  
Steve Smith  
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Eric Stringfellow  
Abdul Turay  
Gloria Watson  
Fred White  
Norma Williams  
Karen Wilson  
Valvia Wilson  
Beverly W. Hogan, President

Tougaloo College  
500 West County Line Road  
Tougaloo, Mississippi 39174  
601-977-7730  
[www.tougaloo.edu](http://www.tougaloo.edu)  
*Beverly W. Hogan, President*