

Vision 2020

TOUGALOO
— 1869 —
C O L L E G E

***Transformation
through
Innovation***

**Strategic Plan
2017 - 2020**



Message from President Beverly W. Hogan

Since its founding in 1869, Tougaloo College has sought to be a place of excellence, relevance, and influence – a place that creates the future and changes the world. Standing at the intersection of change and constancy, as we formulate our next three-year strategic plan to advance further into this twenty-first century, this remains our north star.

Tougaloo College has faced many challenges throughout its almost 150 years, and triumphed through each period of its evolution by producing graduates who are outstanding leaders and productive citizens. With the confidence of our past and the reality of our present, we face the future with unshakable faith, renewed hope, unwavering optimism, and bold vision.

We remain committed to the values of a liberal arts education, as it is woven through our curricula and pre-professional programs, equipping our students with the academic, social and professional tools they will need for leadership and service in a changing world. Our approach to education has a fundamental purpose: to develop every student's capacity to think critically, freely and humanely and communicate effectively; cultivate students' analytical reasoning, sound judgment, love of learning, commitment to justice, and quality of character essential for individual achievement and productive participation in a global society.

Drawing on our defining strengths of academic excellence and social responsibility, we developed a strategic plan to guide our future work. Our plan sets forth our vision and commitment to provide our students the global and interdisciplinary perspectives necessary to address the broad social, economic, environmental, ethical, scientific and political issues of their time while advancing the College as a more globally recognized institution. We are not dismantling our rich history; we are building upon its strength.

During the next few years, the College will be impacted by unfunded mandates, regulatory issues, shifting demographic patterns, the path of economic globalization, technological advancements, and an uncertain economy. We have considered the changing landscape of higher education and how the current realities will impact the competition for students, faculty and financial resources. We have looked at our strengths and weaknesses, aligned with opportunities and threats. We explored new initiatives that would further the College's mission and vision, informed by the need to provide academically rigorous and relevant curriculum for today's students, supported with the continued investment in human resources, campus facilities and technology.

The success of our students remains our highest aim. Our strategic goals were derived from a careful analysis of current information and future trends, as well as from discussions and meetings involving faculty, staff, trustees, alumni and students. We sought to enhance the traditional Tougaloo experience with initiatives that offer the greatest opportunities to achieve the goals that matter to enable today's student to be productive in their time.

Our future work is large. It rises from a belief in a future more worthy than our storied past - expanding rather than retracting our sense of the possible. It is steeped in a quiet engaged confidence that we can, from this small corner of Mississippi, be a launching pad for the work that needs to be done if we are to address the monumental challenges we face - economical, environmental, political, social, cultural and psychological. And in doing so, we make a mark that will lift a broader world and create a better future. Indeed we have – indeed we will continue to do so.

Mission Statement:

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 Statement:

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.

Purpose Statement:

Tougaloo College 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 concerned faculty and staff.

Tougaloo College applies current knowledge to prepare students for lifelong learning and emerging technologies, as well as holistically humane standards in a global society.

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

Tougaloo College prepares its graduates to become self-directed learners and self-reliant persons capable of dealing with people, challenges, and issues.

Tougaloo College contributes 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 will continue to inform our vision as we are inspired by the opportunities of the future and pursue strategies for continuous improvement.

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| * Academic Excellence | * Intellectual Freedom |
| * Social Responsibility | * Collaboration and Teamwork |
| * Diversity and Inclusion | * Fiscal Integrity and Stewardship |
| * Innovation and Risk Taking | * Accountability |
| * Tradition and Legacy | * Relevance |

Strategic Initiative 1: Academic Excellence

Tougaloo College will reinvigorate its academic brand, identity and public image as a leading institution, maintaining qualified faculty, relevant curricular and essential learning opportunities to prepare students to be well-rounded, intellectual and ethical leaders in a changing world.

Key Strategies:

- 1.1 Offer a core liberal arts education integrated with specialized undergraduate and graduate degree programs, and/or professional certificates in areas that lead to advanced studies, a career path and meet the essential needs of twenty-first century learners.
- 1.2 Develop a more holistic academic experience by creating interdisciplinary programs and learning communities to expose students to the inter-relatedness of knowledge.
- 1.3 Recruit, mentor and retain highly qualified full-time and part-time faculty.
- 1.4 Implement and monitor the success of the revised First Year Experience Program.
- 1.5 Revise the General Education curriculum and implement the changes.
- 1.6 Increase international educational opportunities for students.
- 1.7 Enrich the quality of student life and professional preparation through innovative curricular, co-curricular programs and experiences.
- 1.8 Increase the professional development opportunities for faculty and staff.
- 1.9 Restructure the Office of Institutional Effectiveness and Research (OIER) to provide centralization of all data reporting, program reviews and assessment.
- 1.10 Institutionalize a systematic review and assessment of all academic programs and support services, emphasizing learning outcomes to ensure compliance with established universal standards for quality are maintained.
- 1.11 Continuous enhancements to campus-wide technology to facilitate learning inside and outside the classroom, as well as, support a robust online education program.

Key Performance Indicators:

- Specific professional certificate programs will be developed in essential areas of industry growth by May 1, 2017 for implementation in August 2017.
- A revised, formal system will be implemented to ensure all faculty are qualified to teach in their assigned disciplines through academic credentials and qualified experiential learning as determined prior to hiring and reviewed annually by August 2017.
- Professional development for faculty and staff will be provided quarterly via webinars and face-to-face training, beginning January 2017.
- Existing standardized learning outcome assessments will be reviewed annually and updated as needed.
- The restructuring of the Office of Career Services to integrate more effectively with the curricular and co-curricular activities by August 2017.
- Each academic building will be upgraded and outfitted to include a smart classroom annually.
- The expansion of technology access and upgrades in academic, administrative and residential halls of the College to facilitate a more holistic learning environment.
- The implementation of online education course offerings by August 2017.

Strategic Initiative 2: Recruitment and Retention

Tougaloo College will attract and retain a diverse student population.

Key Strategies

- 2.1 Develop and execute a comprehensive student recruitment and retention plan.
- 2.2 Strengthen efforts to attract and retain a more racially, ethnically, geographically and socioeconomically diverse undergraduate and graduate student population.
- 2.3 Develop more formal relationships with local school districts to offer dual enrollment opportunities for high school students.
- 2.4 Provide an affordable, high-quality education.
- 2.5 Enhance the collaboration between faculty and students on research projects.
- 2.6 Strengthen career awareness, planning and placement services for all students.
- 2.7 Provide students with relevant academic, social and professional preparation to enhance their educational, leadership, service and personal achievement.
- 2.8 Strengthen student advising and support services for all students.
- 2.9 Increase merit and need base scholarship support.

Key Performance Indicators:

- The revised recruitment and retention plan will be completed by January 2017.
- Increase enrollment of undergraduate and graduate students by 10 percent annually.
- Increase overall retention rate to 85 percent by June 30, 2020.
- Increase the number of sustained, strategic business and industry partnerships that will provide professional development for students to 50 by June 2020.
- Increase the number of local school districts Tougaloo College is collaborating with for dual enrollment to 7 by June 2020.
- Develop a tuition plan that considers a maximum tuition increase of no more than 5 percent annually, based on 2016 data.
- Implement a revamped Career Services plan, incorporating a database and supporting software to track and analyze results by July 1, 2017.
- Implementation of an assessment instrument to determine the effectiveness of the Student Success and First Year Experience Programs by August 2017.
- Implementation of a structured advising program by May 2017.
- Secure scholarship dollars by 5 percent annually, based on 2016 data.

Strategic Initiative 3: Physical Resources and Campus Environment

Tougaloo College will preserve and improve its campus facilities and infrastructure to support student learning, sustain a safe and healthy environment and enhance operational efficiencies.

Key Strategies

- 3.1 Promote a vibrant campus life that focuses on a holistic approach to education, integrating curricular and co-curricular activities.
- 3.2 Promote the health and well-being of students as a foundation of academic and life style success.
- 3.3 Upgrade the campus master plan to maintain and improve college facilities and grounds.
- 3.4 Strengthen campus technological innovations to support teaching and learning and the operations of a high performing academic enterprise.
- 3.5 Continue to implement a recycling and energy conservation program.
- 3.6 Complete the restoration of the Robert O. Wilder Building, known as the Mansion.
- 3.7 Complete the renovations to the L. Zenobia Coleman Library.

Key Performance Indicators

- Develop and implement service learning experiences by August 2017
- Implement a structured health and wellness curriculum by August 2018
- Expansion of technology in academic, administrative and residential buildings.
- Devise a structured recycling and energy conservation plan with clear goals and outcomes by July 2017.
- Restoration of the Robert Wilder Building, known as the Mansion will be completed by October 2019.
- Renovations to the L. Zenobia Coleman Library will be completed by August 2017.



Strategic Initiative 4: Strengthen the Immediate and Long Term Financial Stability of the College

Tougaloo College will increase its financial resources to support the College's academic programs and administrative services, and demonstrate outstanding stewardship of all resources.

Key Strategies

- 4.1 Adopt a financial plan to prioritize and support the Strategic Plan through revenue growth, expense management, reallocation, and investment management.
- 4.2 Enhance advancement and alumni activities to garner unrestricted and restricted donations to the College.
- 4.3 Expand efforts to market the College, emphasizing the achievements of faculty, students and alumni, and using social media and other media networks to reach targeted audiences.
- 4.4 Development of a Vision and master Plan for the development of the college's land.
- 4.5 Build business and government alliances to support the development of the College's land held for investment.
- 4.6 Continue to strengthen the strategic alliances necessary for the completion of the West County Line Road project by 2019.
- 4.7 Develop and implement a comprehensive Enrollment Management Plan that considers academic excellence, enrollment growth, diversity and infrastructure capacity, as well as the economic impact of current and new programs.

Key Performance Indicators

- Increase annual giving by 15 percent annually
- Increase the number of new donors by 5 percent annually.
- Increase the percentage of alumni giving by 3 percent annually.
- Increase grant submissions, including federal, foundation and corporations, and grant awards by 5 percent annually.
- Execute a mini capital campaign to target specific projects for completion by October 2019.
- An executable Marketing Plan will be developed by July 1, 2017.
- Vision Plan for the use of the College's land will be developed by January 2017.
- Master Plan will be developed by January 2018.

Strategic Initiative 5: Strengthen and Expand Strategic Partnerships

The College will strengthen its network with external organizations, increase strategic partnerships to create new opportunities for students, faculty, staff, and alumni, expand outreach initiatives and generate new sources of revenue.

Key Strategies

- 5.1** Form advisory boards, task forces and ad hoc committees to enhance academic programs, create high-quality student internships, increase job placement and employment opportunities for students, and generate expanded fund-raising opportunities.
- 5.2** Enrich the College's electronic, non-electronic and social media communications to strengthen relationships with external constituencies including alumni, trustees, parents, schools and other relevant groups.
- 5.3** Build alliances with corporate, governmental and non-profit entities for professional development/training programs that can serve as referral partners.
- 5.4** Strengthen existing networks and partnerships to provide students, faculty, and staff members with access to innovative technologies that can be integrated into courses and research.
- 5.5** Foster relationships with other educational institutions that could lead to partnerships, articulation agreements, and combined degree programs.
- 5.6** Identify, test and provide scalable and new sustainable solutions for faculty and staff.

Key Performance Indicators

- The increase in number of advisory, ad hoc and task force committees strategically aligned with the College and the associated increase in student outcomes measured by internships, career placements and research opportunities, with a 5 percent increase annually in these areas of growth opportunity, using 2016 baseline dates.
- The structured implementation of a Career Pathway plan by July 2017.
- The redesign of the College's website by January 2017.
- The inclusion of social media communications in the Marketing Plan by July 2017.
- The increase in corporate, governmental and non-profit groups supporting the College's strategic programmatic initiatives, beginning January 2017.
- The increase in articulation agreements and other collaborative programs, using 2016 baseline data.

