

# TUSCULUM COLLEGE

ESTABLISHED 1794

## STRATEGIC PLAN 2014-2019



Final October 30, 2014

# Table of Contents

<b>Tusculum College Mission, Values, and Vision.....</b>	<b>1</b>
<b>Tusculum College Vision 20/20.....</b>	<b>2</b>
<b>Tusculum College’s Ongoing Planning Process .....</b>	<b>3</b>
<b>Tusculum College Strategic Goals and Objectives, 2014-2019 .....</b>	<b>5</b>
<b>Goal 1: To Enhance Academic Quality.....</b>	<b>5</b>
<b>Goal 2: To Prepare Students for Success.....</b>	<b>6</b>
<b>Goal 3: To Sustain Optimal Institutional Resources .....</b>	<b>7</b>
<b>Appendix A: Completed Objectives From 2013-2018 Strategic Plan .....</b>	<b>9</b>

# Tusculum College Mission, Values and Vision

Founded in 1794, Tusculum College is the oldest college in Tennessee, the twenty-eighth oldest college in the nation, and the oldest coeducational institution affiliated with the Presbyterian Church (USA). Among the College's many distinctions are its inclusion in the President's Community Service Honor Roll for 2007 through 2013; its recognition by the Clinton Global Initiative University of Tusculum College's "Help Me Help You" program as a model for global action in 2012; its being named to G.I. Jobs' list of Military Friendly Schools from 2010 through 2015 and participating in the Yellow Ribbon program since 2009; and its uniqueness as one of six institutions of higher education in the country to operate on a focused calendar.

Ours is a 220-year-old tradition of education grounded in the belief that we best realize the potential of each individual when administration, staff, faculty members and students work closely together with the ultimate aim of enriching the lives of our students and preparing them to contribute positively to their communities. Every academic program and administrative decision is guided by our institutional mission, values and vision.

## **MISSION:**

Tusculum College provides a liberal arts education in a Judeo-Christian and civic arts environment with pathways for career preparation, personal development and civic engagement.

*Mission statement was unanimously re-affirmed by the Tusculum College Board of Trustees on October 17, 2014.*

## **VALUES:**

***Integrity:*** Encompassing honesty and trustworthiness, all members of the Tusculum Community value and live with integrity, respect and virtue in communications, relationships and actions.

***Education:*** We value a balanced education grounded in the civic and liberal arts and career preparedness. Our goal is for students to develop practical wisdom, global literacy, critical and independent thinking, and an appreciation for life-long learning, diversity and inclusion.

***Civic Responsibility:*** We value our unique heritage in the civic arts and the Judeo-Christian tradition, and seek to develop citizen-scholars who will serve their communities throughout the world. We develop students as leaders who problem solve with reflective judgment.

## **VISION:**

Tusculum College strives to actualize educational excellence and ongoing relevance through our third century by:

- Establishing transformative living and learning communities,
- Reflecting institutional integrity through aspirational leadership and academic innovation,
- Distinguishing Tusculum College alumni as leading citizen-scholars, and
- Maximizing individual, group, and community fiscal support and partnerships to promote innovation.

# Tusculum College Vision 20/20

## The Next Decade of Educational Excellence

Very few institutions of higher education in the United States are privileged enough to face the question, “*How do we actualize educational excellence and ongoing relevance through our third century?*” The future of Tusculum College is fundamentally connected to history through core values embodied by her mission statement. Tusculum College remains true to the mission extolled by the founders to provide a liberal arts education in a Judeo-Christian and civic arts environment. Today, as in 1794, values such as integrity, education and civic responsibility are relevant and essential. As Tusculum College embarks on a third century of service, the vision for the next decade is shaped by a commitment to:

- ***Establishing transformative living and learning communities***, by creating state-of-the-art, student-centered learning environments; providing contemporary technologies to prepare students who are academically, intellectually and technically equipped to work in, lead, and serve their communities; providing places and support that nurture intellectual curiosity; and creating virtual and physical environments conducive to academic achievement and success.
- ***Reflecting institutional integrity through aspirational leadership and academic innovation***, including well managed relationships with domestic and international academic institutions to provide joint academic and co-curricular programs, exchange opportunities and deep immersion experiences; integration of social media and virtual experiences to enhance accessibility and academic achievement; increased placement of graduates in advanced degree programs and professional schools; robust student and faculty scholarship; and full integration of reflective judgment and critical thinking in all aspects of our living and learning environment.
- ***Distinguishing Tusculum College alumni as leading citizen-scholars***, through redevelopment of the “Freshman Experience” to incorporate cultural enhancement opportunities, providing students with knowledge and skills relevant to their everyday and professional lives; a co-curricular transcript program to document student participation and leadership in on- and off-campus organizations, demonstrating their leadership experiences and dedication to service; and immersive, student-centered learning and leadership environments conducive to collaborative, problem-based learning.
- ***Maximizing individual, group, and community fiscal support and partnerships to promote innovation*** through diversification of revenue streams, alternative funding mechanisms and opportunities, and decreased student and institution dependence on state and federal tuition assistance; competitive salaries and benefits designed to attract and retain exemplary faculty and staff; a doubled endowment and increased unrestricted funds to allow the College flexibility in supporting new initiatives; a substantial increase in graduation rates; and active engagement in local and regional economic development.

The realization of this vision, informed by the boldest aspirations of our students, alumni, faculty, staff, Trustees and trusted friends of the College, requires each person to fully embrace his or her role and responsibility with enthusiasm and determination to propel Tusculum College into her third century.

September 10, 2012

# Tusculum College's Ongoing Planning Process

Tusculum College has embraced a continuous planning model characterized by ongoing progress measurement and annual updates and revision, as necessary to the strategic plan. The Board of Trustees approved Tusculum College's 2012-2017 Strategic Plan on September 28, 2012, and the Board approved Tusculum College's 2013-2018 Strategic Plan on September 27, 2013. In 2014, a renewed planning process began preparations for an updated plan for 2014-2019.

- **Institutional Advancement Planning Retreat, June 17 and July 9, 2014**

On June 17, the Office of Institutional Advancement met for a half day retreat in the President's Dining Room to review progress toward goals during the 2013-14 fiscal year. The group also identified several areas of focus for the coming fiscal year, including increasing alumni participation in giving and correcting and expanding information in the donor database.

On July 9, 2014, eight members of the Institutional Advancement staff, including Development, Advancement Services, Alumni and Parent Relations, Band and the College Chaplain met in the President's Dining Room for strategic planning. The group used two exercises from Lisa Bodell's book Kill the Company, to frame their discussions about planning and the future. A draft of the Annual Operating Plan for 2014-15 was presented for consideration and underwent revision following the planning session.

- **Strategic Planning Retreat, July 21, 2014**

Sixty members of the Tusculum College community participated in a day-long Strategic Planning Retreat with 7 members of the Board of Trustees joining over 50 faculty and staff. The Retreat was facilitated by two staff from a Board member's company. They used an approach called "Kill the Company." Faculty, staff, and trustees broke out into small groups to engage in 3 exercises. They came back together to identify stupid rules, opportunities for improvements, and other actions. Three rules were killed at the retreat, and fifteen working groups were charged with a wide variety of objectives to be completed between the start of the academic year and February 2014.

- **Review and Refinement of Goals and Objectives by President and Cabinet, July 25-September 16, 2014**

The President and Cabinet reviewed the progress on objectives in the earlier plan, indicating those which have been completed, those which should be carried forward, and new objectives based on discussions at earlier planning retreats.

- **Working Groups begin work on tasks from the Strategic Planning Retreat, July 30-present**

Fifteen working are charged with tasks and deliverable dates ranging from August 12, 2014 to February 1, 2015. The working groups provide monthly updates on their progress, which is report to the Cabinet.

- **Board of Trustees Meeting, October 16-17, 2014**

The Strategic Plan for 2013-2018 was presented to the Board of Trustees on October 17, 2014. Mission statement was unanimously re-affirmed.

# **Tusculum College Strategic Goals and Objectives**

## **2014 - 2019**

### **Goal 1: To Enhance Academic Quality**

Tusculum College seeks to enhance and continuously improve academic quality through a rigorous assessment program, led by the faculty. Tusculum College is driven to ensure continued effectiveness, efficiency, and relevance of our academic programming to the civic arts and career preparedness. Tusculum College will seek to continuously expand opportunities for our students by enhancing existing programs, adding new programs that fit our mission, values and vision, and building relationships with other educational institutions.

#### **Objectives**

- 1.1 By December 1, 2014, the Vice President for Enrollment Management will develop a proposal for simplifying admissions to the Graduate and Professional Studies programs.
- 1.2 By December 31, 2014, the Vice President for Academic Affairs and others will develop a plan to remove barriers to admission, progression, and graduation, particularly transfer and adult students.
- 1.3 By February 1, 2015, the Vice President for Academic Affairs will make a recommendation to the Board of Trustees about whether or not to pursue the development of one or more associate degree programs.
- 1.4 By May 1, 2015, the Vice President for Academic Affairs and others will develop plan for integrating concepts of the Commons program in major courses and reducing the number of credit hours required for a baccalaureate degree from 128 to 120 credit hours. The plan will also include a consideration of moving courses from 4 to 3 credits.
- 1.5. By no later than May 1, 2015, the Dean of each school will work with their faculty to develop an enrollment and staffing plan with enrollments broken out by program and enrollment targets for each program and location.
- 1.6 By May 1, 2015, the Vice President for Information Services/CTO and the Distance Education Planning Taskforce will develop a multi-year plan for offering an expanding array of courses and programs online.
- 1.7 By June 30, 2015, the Vice President for Information Systems/CTO and the Accreditation Liaison will have approval from SACSCOC to offer at least one academic program in a distance education on-line format.
- 1.8 By June 30, 2015, the Vice President for Academic Affairs and other academic leaders will study and articulate the differences between Bachelor of Arts and Bachelor of Science programs, as a framework for aligning general education courses and degree designations.

1.8 By June 30, 2015, the Vice President for Academic Affairs and the Professionalism Initiative Director will report the results with proposed modifications from the first year assessments and the second implementation year plan for the Professionalism Initiative to the Cabinet and the Niswonger Foundation.

1.10 By September 1, 2015, the Vice President for Enrollment Management and Marketing will increase enrollments by in Gateway, in baccalaureate programs in Graduate and Professional Studies, in Residential programs, and in graduate programs over Fall 2014 enrollments.

1.11 By May 1, 2015, the President, with the support of the Mid-Level Providers Task Force, will develop a plan and timetable for beginning a Nurse Practitioner and/or Physician Assistant programs.



## **Goal 2: To Prepare Students for Success**

Tusculum College is committed to supporting student growth in and outside the classroom. As reflected in our mission statement, our intention is to promote intellectual and social growth along with full preparation for professional life. Our commitment is to provide all necessary resources for authentic learning, persistence to graduation, and readiness of our graduates to participate in their professional and civic spheres. To achieve the goal of preparing students for success, Tusculum College will develop support and data systems to improve student retention, persistence and graduation.

### **Objectives**

- 2.1 By October 1, 2014, the Dean of Students and others will submit a report to Cabinet on ways to improve the inclusion of Graduate and Professional Studies students in the life of Tusculum College.
- 2.2 By December 1, 2014, the Assistant to the President for Institutional Planning and Effectiveness and others will submit recommendations to Cabinet about extended library hours and open rooms for students to study late at night, especially in the last three days of each block.
- 2.3 By December 1, 2014, the Vice President for Finance/CFO and others will submit recommendations to the Cabinet about offering extended dining options for students.
- 2.4 By December 2014, the Assistant to the President for Institutional Planning and Effectiveness, the Associate Vice President for Student Success, Enrollment Management and faculty will develop and implement a data-driven system for identifying at-risk students, for tracking and monitoring retention and graduation rates, and for use in conditional admission processes and related supports for residential and adult (GPS) programs.
- 2.5 By December 1, 2014, the Associate Vice President for Student Success and the Retention will develop a plan to improve student retention, progression, and graduation.
- 2.6 The Associate Vice President for Student Success with assistance from the Vice President for Academic Affairs, the Vice President for Enrollment Management and Marketing, and others will improve the First Time / Full Time freshman retention rate from Fall 2014 to Fall 2015 to at least 65%. This statistic combines student data for the residential and GPS programs.

### **Goal 3: To Sustain Optimal Institutional Resources**

Tusculum College must take care to sustain its institutional resources, financial, human, physical, and technological, in order to achieve its goals of enhancing academic quality and preparing students for success. The College will continue its efforts to transition to One College and One Mission through curricular and organizational reforms, enhanced marketing, and branding to marshal its resources toward improved educational quality. Through careful stewardship of the resources of the College, and by building strong partnerships with the community and alumni, Tusculum College will sustain optimal institutional resources.

#### **Objectives**

- 3.1 By February 2015, the Vice President for Finance/CFO will bring a revised plan and report identifying new areas of risk and compliance, assessing outcomes of the first year implementation, and evaluating the state of adoption of a risk management culture.
- 3.2 Following receipt of design, development and construction documents, the President will submit documents and secure approval from the State Historical Preservation Organization and the U. S. Department of Agriculture to initiate the bidding process for the contractor/manager, site preparation and construction of the Ronald H. and Verna June Meen Center for Science and Mathematics (with an anticipated completion date of January 2016).
- 3.3 By May 1, 2015, the Assistant to the President for Institutional Planning and Effectiveness will work with the Space Utilization Committee and Facilities Management to prepare an up-to-date facilities inventory with usage rates for 2014-2015, and will report to the Cabinet and Buildings and Grounds Committee of the Board on its progress.
- 3.4 Beginning in May 2015, the President through the Cabinet and Deans will continuously monitor compliance with accrediting/approval bodies and with all local, state, and federal laws and regulatory agencies relevant to Tusculum College and report any problematic findings to the Board in a timely manner. Reports summarizing the compliance findings through this internal monitoring will be posted to the Board of Trustees website.
- 3.5 By June 30, 2015, the Vice President of Enrollment Management and Marketing will work with the Vice President of Information Systems/CTO to develop a new website design, organizational structure and relevant content updates that better represent Tusculum College to key stakeholder groups.
- 3.6 Between July 1, 2014 and June 30, 2015, the President and Vice President of Institutional Advancement will secure \$4 million in pledges, cash and in-kind gifts and grants, estate gifts, etc.

3.7 By June 30, 2017, the Vice President for Institutional Advancement will secure gifts and pledges of \$25 million to fund, among other things, the construction and furnishing of the new Center for Science and Math.

## APPENDIX A

### Completed Objectives from the 2013-2018 Strategic Plan

#### Goal 1: To Enhance Academic Quality

*Objective:* 1.1 By June 30, 2014, the Vice President for Academic Affairs, the Director of Center for Global Studies, the Director of the General Education and others will implement and evaluate core competencies/student learning outcomes relevant to global/cultural competencies.

*Action:* Baseline scores for freshmen have been identified using Global Awareness rubric. The Global Competency survey will be used in freshman and senior-level classes to evaluate change over time in students' global awareness.

*Objective:* 1.2 By June 30, 2014, the Vice President for Academic Affairs and Vice President for Information Systems will complete an audit of current course offerings and programs in distance education, and will survey current students and faculty to propose delivering current course or program offerings via distance education.

*Action:* Faculty and student surveys were completed with 31 of 95 full-time faculty (33%) participating and a total of 66 students participating. Major findings were presented to faculty and administration.

*Objective:* 1.4 By May 2014, the Vice President for Academic Affairs and the Professionalism Initiative Director will report on the plan for integrated co-curricular elements and faculty approval of the freshmen year curricular changes supportive of the Professionalism Initiative.

*Action:* A report was submitted to the Academic Affairs of the Board of Trustees at the May 2014 meeting and to the Niswonger Foundation. Eight general-education courses with identified Professionalism for Leadership components have been paired with one of five Professionalism co-curricular events. Attendance at four upper-level Professionalism events was added as a requirement for graduation following the model of the Arts & Lecture series; faculty and staff development to support implementation will be provided by Matthew Randall, Executive Director of the Center for Professional Excellence at York College, Pennsylvania during a workshop in May. A team from the Professionalism Initiative is participating in an AAC&U Institute on High Impact Practices and Student Success at Vanderbilt University in June.

#### Goal 2: To Prepare Students for Success

*Objective:* 2.2 By December 2013, the Vice President for Enrollment Management will implement an Early Alert System that enables staff and faculty to bring awareness of students not engaged in the academic community, not attending class, or with changing behaviors to a Retention Response Team charged with immediate student interaction to assist students in identifying and working through perceived issues.

*Action:* Retention Alert in WebAdvisor will be built out in time for Fall 2014 term. Training of faculty, staff and responders will begin over summer.

*Objective:* 2.4 By January 2014, the Director of Career Services will submit to Cabinet an operational plan to develop a resource center and to provide services for students, alumni and employers.

*Action:* Plan submitted in December 2013, and a report detailing progress at mid-year was completed in January 2014.

*Objective:* 2.5 By October 2013, the Athletics Department will hire a coach for the women's lacrosse team, and recruit a team to begin in Fall 2014

*Action:* A Head Women's Lacrosse Coach was hired in October of 2013, and the Women's Lacrosse program will start in Fall of 2014.

### **Goal 3: To Sustain Optimal Institutional Resources**

*Objective:* 3.1 By May 2014, the Vice President for Finance/CFO and the Assistant to the President for Institutional Planning and Effectiveness will develop a plan that proactively identifies, prioritizes, and mitigates risk and submit a report of the first year implementation to the Finance Committee of the Board of Trustees.

*Action:* Analysis of interviews of senior staff was completed and presented to the Audit Committee of the Board of Trustees at the May 2014. This identified 7 key risks, and indicated work to-date to mitigate each risk.

*Objective:* 3.8 By June 30, 2014, the Office of Institutional Advancement will secure \$6 million in new commitments to strategic priorities of the College, and \$650,000 in gifts and pledge payments to the Tusculum Fund.

*Action:* Since July 1, 2013, Institutional Advancement have raised \$6,002,798 in new commitments to strategic priorities of the College. Since July 1, 2013, Institutional Advancement secured \$451,586 in gifts and pledges (\$27,329 of the total) for the Tusculum Fund. This is 69.5% of our goal, and we have a number of solicitations out to ensure that we make the goal by June 30, 2014.

*Objective:* 3.10 By February 2015, the Vice President for Information Systems will work collaboratively with the Integrated Marketing Committee and a vendor selected for web redesign to implement a redesign of the website to improve the overall look, navigability, and access to information for students, parents, alumni, and others.

*Action:* Two vendors gave presentations, and one was accepted. However, the hiring of a new Vice President for Enrollment Management and Marketing has led to a new plan for the in-house development of web redesign and other marketing materials.