

# TUSCULUM COLLEGE

ESTABLISHED 1794

## STRATEGIC PLAN 2013-2018



**Approved by the Board of Trustees  
September 27, 2013**

# 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, 2013-2018.....</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 2012-2017 Strategic Plan .....</b>	<b>9</b>
<b>Appendix B: SWOT Analysis .....</b>	<b>12</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 2014 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.

## **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. In 2013, a renewed planning process began preparations for an updated plan for 2013-2018.

- **Academic Affairs Staff Planning Retreat, May 23, 2013**  
Ten members of the Academic Affairs staff, including the Assistant Vice President for Academic Affairs, participated in a day-long planning retreat. At the retreat, they reviewed the current College mission and vision statements, reviewed progress on the 2012 strategic plan, conducted a SWOT analysis, and discussed objectives related to Academic Affairs.
- **Academic Affairs Leadership Planning Retreat, June 13, 2013**  
Twenty-two faculty, including the Vice President for Academic Affairs, the Assistant Vice President for Academic Affairs, the 3 Deans, and one School Director participated in a planning retreat. The retreat began with a discussion of mission and vision statements, and reviewed progress on the 2012 strategic plan to date. They conducted a SWOT analysis and focused most of their discussion on potential new academic programs in the four schools, as well as other opportunities.
- **Institutional Advancement Planning Retreat, June 17, 2013**  
Thirteen members of the Institutional Advancement staff, including staff from Communications (including the Webmaster), Constituent Relations and Development held a planning retreat at the Clyde Austin 4H Camp. At the retreat, they reviewed the current College mission and vision statements, reviewed progress on the 2012 strategic plan, conducted a SWOT analysis, and discussed objectives related to Institutional Advancement. The Institutional Advancement staff also developed plans for their work for the coming year.
- **Enrollment Management Planning Retreat, June 20, 2013**  
Thirty-nine members of the Enrollment Management Staff, including staff from Admissions, Financial Aid, Student Affairs, and Student Success, participated in the day-long retreat. At the retreat, they reviewed the current College mission and vision statements, reviewed progress on the 2012 strategic plan, conducted a SWOT analysis, and discussed objectives related to Enrollment Management.
- **Strategic Planning Retreat, July 11, 2013**  
Sixty members of the Tusculum College community participated in a day-long Strategic Planning Retreat with 8 members of the Board of Trustees joining over 50 faculty and staff. The Retreat included a review of the College's continuous planning model, a

discussion of strengths, weakness, opportunities, and threats (SWOT), and a focused discussion on the mission, values, and vision statements.

- **Review and Refinement of Goals and Objectives by President and Cabinet, July 25-September 16, 2013**

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.

- **Board of Trustees Meeting, September 26-27, 2013**

The Strategic Plan for 2013-2018 was presented to the Board of Trustees on September 26, 2013, and was approved by the Board of Trustees on September 27, 2013.

# Tusculum College Strategic Goals and Objectives

## 2013 - 2018

### **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 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.
- 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.
- 1.3 By April 2014, the Office of Institutional Effectiveness will coordinate assessment of the block calendar and assist with preparation of a final report with recommendations for review by the President and Cabinet, prior to submission to the Board of Trustees for review at the May 2014 meeting.
- 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.
- 1.5 By July 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.
- 1.6 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.

## **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 Beginning in Fall 2013, the Vice President for Enrollment Management and others will annually improve First-Time/Full-Time Freshman retention by 1% or more from a baseline of 57.4% for 2011 to 2012.
- 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.
- 2.3 By August 2014, the Office for Institutional Effectiveness, Enrollment Management, Student Services, 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.
- 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.
- 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.



### **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 May 2014, the Vice President for Finance/CFO and the Assistant to the President for Institutional Planning and Effectiveness will develop a plan that pro-actively identifies, prioritizes, and mitigates risk and submit a report of the first year implementation to the Finance Committee of the Board of Trustees.
- 3.2 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.
- 3.3 By May 2014, the Assistant to the President for Institutional Planning and Effectiveness will develop a plan for engaging in a master planning process at Tusculum College, including assessing qualified vendors, data required, sources of data, potential costs (RFP, vendors, software, data mining, staff time, etc.), and the necessary preparatory steps for engaging in the process, and will report this plan to Cabinet and the Board of Trustees.
- 3.4 By May 2015, the Assistant to the President for Institutional Planning and Effectiveness will work with the Vice President for Enrollment Management, the Vice President for Finance, and the Vice President for Academic Affairs to develop an integrated plan for enrollment, faculty and staff growth for the next three years to present to the Cabinet and Board of Trustees for review. The plan will be reviewed and updated annually.
- 3.5 By May 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, and will report to the Cabinet and Buildings and Grounds Committee of the Board on its progress.
- 3.6 By September 2015, the Assistant to the President for Institutional Planning and Effectiveness and the Vice President for Finance/CFO will prepare and submit a Request For Proposals (RFP), and select a vendor to assist with the master planning process.

- 3.7 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 October 2015).
- 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.
- 3.9 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.
- 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.

## APPENDIX A

### Completed Objectives from the 2012-2017 Strategic Plan

#### Goal 1: To Enhance Academic Quality

*Objective:* By July 2013, the Vice President for Academic Affairs, the Director of Center for Global Studies, the Director of the General Education and others will propose core competencies/student learning outcomes relevant to global/cultural competencies.

*Action:* The learning outcome, Global Awareness, has been defined and a rubric developed. A pilot student survey data have been completed for an assessment instrument. The new outcome has been added to senior level courses in biology, business, English, history, physical education, political science, and psychology and in general education.

*Objective:* By May 2013, the Office for Institutional Effectiveness will complete a minimum of five prioritized preliminary new academic program feasibility analyses resulting in a minimum of two comprehensive feasibility analyses, in collaboration with the President, Vice President for Academic Affairs, and School Directors/Deans for presentation to the Cabinet.

*Action:* Program feasibility studies completed for Feasibility studies drafted for Bachelor of Fine Arts (Art and Design & Digital Media), Bachelor and Masters of Social Work, Logistics, Clinical Informatics, and Education Specialist. Only the Education Specialist program was considered to be a strong candidate. However, a recent change in the salary scales for teachers in Tennessee need to be studied before proceeding further.

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

*Objective:* By May 2013, the Office for Institutional Effectiveness will define, monitor, and report student enrollment, retention, and graduation by defining data variables, analyzing verifiable and defined data, and present plans to continuously assess: Fall to Fall headcounts and FTE enrollments, beginning with Fall 2011 to Fall 2012; Student retention in their freshmen, sophomore, junior, and senior years of enrollment; and graduation rates.

*Action:* Definitions of First-time, full-time students and GPS cohorts were refined and catalogued in Fall 2012. Initial reports using these definitions began with the 2012 Fact Book. New tables were added to the Fact Book for majors over time, graduates by major over time, and a fall snapshot of Residential College majors by class year.

*Objective:* By February 2013, the Athletics Department will hire a Director for the lacrosse program to develop and implement a plan to add men's and women's lacrosse teams.

*Action:* Director of Lacrosse hired in December 2012, and a team was recruited for men's lacrosse to begin competition in Spring 2014. An assistant coach was hired in summer 2013.

*Objective:* By May 2013, the Cabinet will conduct an analysis of risk and compliance associated with the development of a work-study plan with placement of students at off campus locations whose employers reimburse the College for their time.

*Action:* The College consulted with its legal counsel who indicated that this would create an employer/employee relationship which would increase risks to the College.

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

*Objective:* By March 1, 2013, the Compliance Steering Committee, chaired by the Dean of Students, will present to the Cabinet an analysis of risk and compliance issues at Tusculum College.

*Action:* A report was completed in November 2012 and submitted to the President.

*Objective:* By June 30, 2013, Enrollment Management, Institutional Advancement, and Athletics will propose a strategy for centralized branding. The Integrated Marketing Committee has proposed a set of strategies to improve branding of Tusculum College to be implemented by December 31, 2012. The report will be presented to the Board of Trustees for review.

*Action:* The Integrated Marketing Committee was formed and has begun to meet under the direction of the Vice President for Enrollment Management.

*Objective:* By the February 2013 Board meeting, the Vice President for Finance will oversee an external audit of Human Resources policies, procedures and practices (HR audit), and submit an interim progress report to the Finance Committee.

*Action:* The audit conducted in November and December 2012, and a draft report was submitted to College on December 18, 2012. Comments were sent to the auditors, and a final report was received and reported to the Finance Committee at February meeting of the Board of Trustees.

*Objective:* Upon identification of deficiencies from the HR audit, the Vice President for Finance will work with the President and Cabinet to develop a corrective action plan (CAP) to present to the Board of Trustees via the Finance Committee at the May 2013 meeting of the Board.

*Action:* A Preliminary Corrective Action Plan (CAP) was developed by the Director of Human Resources in consultation with CFO and President, and was reported to Board in May 2013.

*Objective:* By September 2012, the Cabinet will report to the Board of Trustees an assessment of need and a plan to address the current shortage of student residential housing.

*Action:* A USDA loan of \$6 million was approved for building of 2 new residence halls (120 beds), which are on track to be completed in time for start of 2013-14 academic year

*Objective:* By May 31, 2013, the Cabinet will propose a five-year plan to achieve faculty and staff salary competitiveness upon review of a peer institution-referenced salary analysis. Preliminary analyses were presented to President and Cabinet in April 2012.

*Action:* Preliminary analyses were presented to President and Cabinet in April 2012. Updated benchmarks for faculty salaries prepared in October 2012, and a second update on faculty salaries was completed in July 2013. The Vice President for Finance and others will continue to monitor and report to the President and Cabinet on progress annually in May.

## **APPENDIX B**

### **Strengths, Weaknesses, Opportunities & Threats (SWOT)**

This SWOT was developed from the SWOTs that were discussed during the 4 unit – level planning retreats in May and June 2013 (Academic Affairs Staff; Academic Affairs Leadership; Enrollment Management; Institutional Advancement), and the SOAR (Strengths, Opportunities, Aspirations and Results) from the July 2012 Board of Trustees Strategic Planning retreat. An initial draft of the SWOT was presented to participants at the July 11, 2013 Tusculum College Strategic Planning Retreat, and further discussion of the SWOT was held during the retreat.

#### **Strengths:**

Block/Focused calendar/distinctive curriculum  
Leadership-integrity, open; stability  
Board-vision/leadership/ appropriate engagement; support  
Momentum and positive attention  
Nimble/taking advantage of new opportunities  
Location and beautiful campus (physical plant)  
Faculty and Staff- strong; committed to change; care for students' well-being  
Financial stability and strength  
History and traditions of the college/appreciation of heritage  
Campaign and Verna June Gift-bringing increased attention to college  
Fundraising  
Evaluation of processes for improvement-willingness to recognize and address problems  
Embracing change by Board of Trustees and Faculty and Staff  
Strong relationships both internal and external to college  
New academic programs  
Construction of new facilities-residence halls, math/science building  
Sports facilities and programs-Division II  
Small classes and individualized instruction  
Practical wisdom-hands on education/ balance of liberal arts and career preparation  
Student/faculty ratio  
Diversity of student population  
Personal advising and ARD process  
Technology and technology staff  
Active learning models  
Civic engagement

#### **Weaknesses:**

Block Schedule-impact on student engagement; lack of innovation with Block  
Distance Education-limited tech support; no online programs  
Technology-access, software, dated equipment  
Retention and data management, data mining and utilization

**Weaknesses (continued):**

Student activities-coordinating and communicating/ resources/use of resources  
Career Services/placement/internships  
Lack of involvement with GPS students  
Residential/GPS split  
Physical split of campus and sites ;lack of community across sites; largest GPS sites distance from Greeneville  
Faculty and staff salaries  
Academic and operational processes not user friendly, especially to students  
Lack of academic scholarships  
Campus location-remote  
Communication  
Out-of-date programs  
Aging and crowded residence halls, esp. Katherine Hall  
Facilities-signage, deferred maintenance, interiors  
Facilities-student space, recreation  
Lack of language requirement  
1<sup>st</sup> generation students struggle  
Follow-up with alumni  
Tuition-driven  
Endowment not large enough  
One college image

**Opportunities:**

New academic programs, including certificates, masters. Degree completion  
Executive MBA with international partners  
Degree completion programs  
Opportunities for in-depth learning-including off-campus (not just int'l)  
Define academic quality and measure it  
Enhance academic quality-from baseline measures (withdrawal/failure rates; attendance; dashboards)  
Career planning and placement  
Advising beyond program completion to career development; faculty-staff development  
Community Support & relations  
Retention-develop early alert; academic support; bridge math program  
Student activities fee  
Improved web presence  
Using technology for distance education and professional development  
Developing flexible delivery methods-distance, blended  
Dual enrollment and dual admissions (connecting to high schools and community colleges)  
NETCO partnership and connections  
Walter State's Greeneville expansion  
Universal brand & marketing-social media  
Build on Old Oak-to enhance community relations  
Alumni-follow-up and giving

**Opportunities (continued):**

Student feedback-including positives, i.e. why do they stay?  
Leveraging partnerships both on and off campus  
Greenville area community involvement  
Undergraduate research-join CUR, increase budgets  
New residence halls and enhanced co-curricular opportunities  
Make use of under-utilized space on Knoxville and Morristown sites-summer & residential programs  
Conditional admits-characteristics & success; summer remediation programs  
Efficient & authentic governance  
Diversity of student population; Latino students  
Campus and site locations

**Threats:**

Competition-including new Walters State campus  
Changes in federal financial aid  
Monitoring changes in federal and state regulations; increasing oversight  
Unfunded mandates-federal and external regulations  
Service expectations of students and parents  
Faculty and staff salaries; employee turnover  
Media and negative publicity  
Tuition driven/financial challenges/small endowment  
Distance Education/MOOCs/ “free education”  
Western Governor’s University/State support (\$5 mil.)  
Availability of majors and masters programs-degree completion programs  
Response time to growth by competitors  
Over-stretching staff/ burn-out  
Admission requirement/academic profile  
Student demographics-declining high school graduates, increased diversity, especially Latino population  
Faculty and staff diversity  
Regional infrastructure-power, internet, etc.