

A photograph of a university campus. In the background, a large, white, multi-story building with a prominent tower and many windows is visible. The building is partially obscured by several large, leafy green trees in the foreground. A paved walkway leads from the bottom right towards the building. The sky is bright and slightly overcast. The overall scene is a lush, green campus environment.

AN AGENDA FOR EXCELLENCE

2001-2010 STRATEGIC PLAN

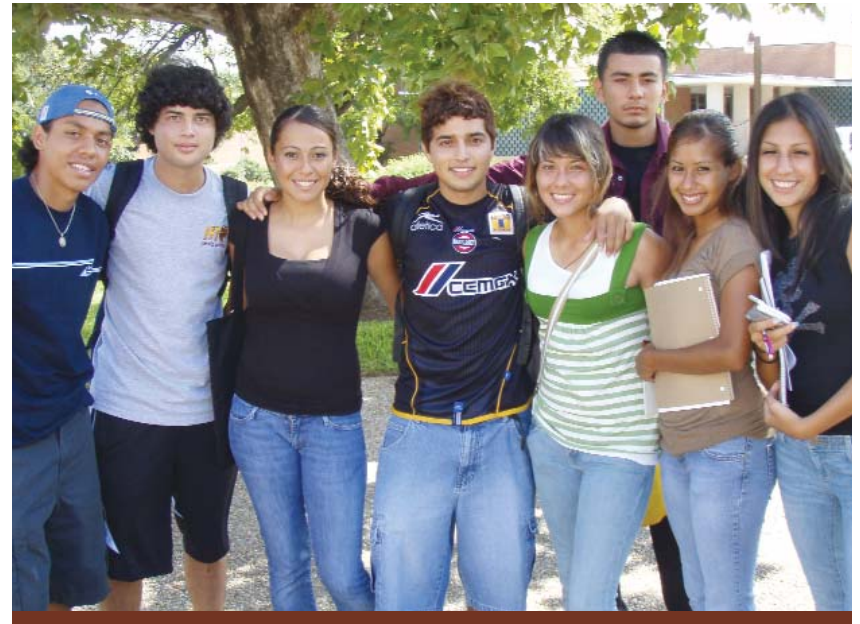
HUSTON-TILLOTSON UNIVERSITY

CONTENTS

Introduction.....	1
Insituional History.....	2
Strategic Goals.....	3
Goal 1	4
Goal 2.....	5
Goal 3.....	5
Goal 4.....	6
Goal 5.....	7
Goal 6.....	8
Goal 7.....	8
The Planning Process	9

INTRODUCTION

Huston-Tillotson University presents an agenda for excellence, a strategic roadmap for achieving our mission. Our 2001-2010 strategic plan establishes seven goals with emphases on strengthening alliances, academic excellence, enrollment and retention, development of the whole student, participatory governance, fiscal stability and growth, and technological innovation. This strategic plan is a living document and will be refined and updated to adjust to our changing conditions and to allow Huston-Tillotson University to best carry out its mission and vision. Please join us in making Huston-Tillotson University the best it can be.



INSTITUTIONAL HISTORY

Tillotson College dates to 1875 when Congregationalists (now known as the United Church of Christ) worked with the “freedmen,” the descendants of slavery, to establish a secondary school. The secondary school eventually became Tillotson College and Normal Institute. Throughout the years, the Institute changed to Andrews Normal School, a junior college, a woman’s college, and a senior college.

Samuel Huston College dates to 1876 when the Reverend George Warren Richardson, a Methodist minister from Minnesota, leased St. Paul Methodist Episcopal Church in Dallas, Texas, as the site for a school for the colored youth of Dallas. A fire destroyed St. Paul and the school was relocated to a temporary site and then to the Colored Methodists Church of America. Eventually the Methodist West Texas Conference agreed to relocate the school to Austin, Texas, and Wesley Chapel Methodist Episcopal Church, now known as Wesley United Methodist Church.

Huston-Tillotson College, chartered in 1952 by the State of Texas, represents the merger of Tillotson College and Samuel Huston College. Following the merger, Huston-Tillotson College became the sole provider of higher education for African-Americans in Central Texas until the landmark case of *Brown v. Board of Education* (1954), which launched the period of desegregation.

Huston-Tillotson College officially changed its name to Huston-Tillotson University, effective February 28, 2005. View the HT website at www.htu.edu.

ACCREDITATION

Huston-Tillotson University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools* to award baccalaureate degrees.

*Southern Association of Colleges and Schools, 1866 Southern Lane, Decatur, GA 30033-4097
404.679.4501



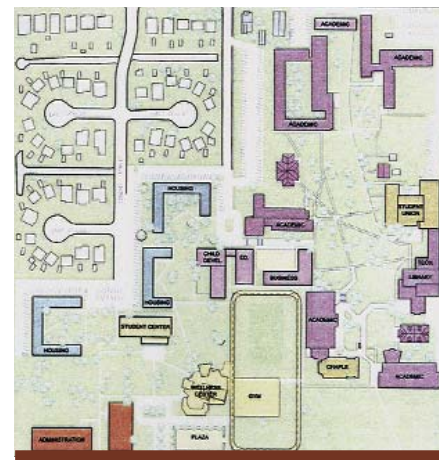
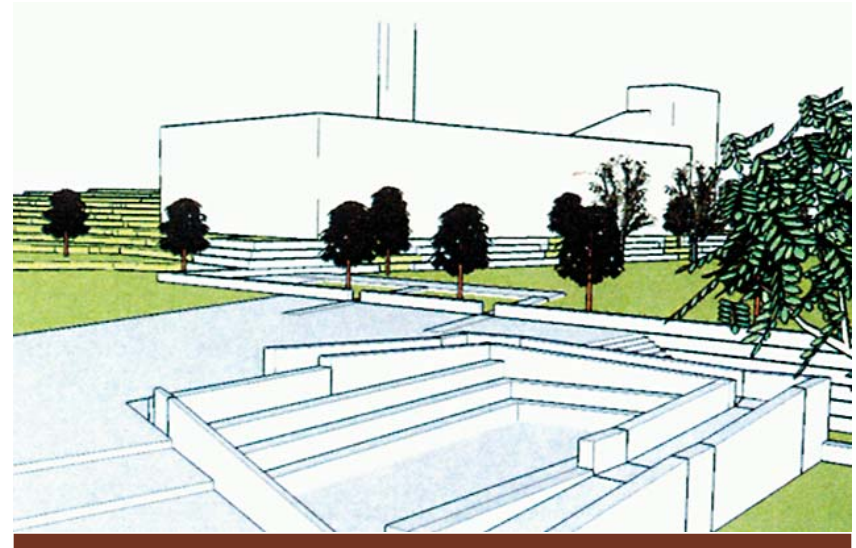
STRATEGIC GOALS

GOAL OF THE STRATEGIC PLAN AND INTENDED USE

The goal of the strategic plan is to be an active, widely used document that guides all parts of the University community to move forward with informed purposeful action. Each unit of the University will use the HT Strategic Plan as a guide during the annual planning process and develop unit specific strategies to implement the plan, which will in-turn inform subsequent years planning and assessment.

MISSION

Huston-Tillotson University is an historically black University affiliated with The United Methodist Church and the United Church of Christ. The mission of the University is to provide its increasingly diverse student body with an exemplary education that is grounded in the liberal arts and sciences, balanced with professional development, and directed to public service and leadership. The University prepares students with the integrity and civility to thrive in a diverse society, fosters spiritual development, preserves and promotes interest in the accomplishments and experiences of the University's historic constituents and evolving populations, and creates and sustains supportive relationships that advance the Huston-Tillotson University community.



GOAL 1:

The University will position itself as a premier academic institution by strengthening historical and new relationships.

OBJECTIVES:

- 1.1 Increase interactions with church partners – The United Methodist Church (UMC) and the United Church of Christ (UCC).
- 1.2 Pursue mutually beneficial relationships with local African American and other ethnic communities.
- 1.3 Expand professional and institutional partnerships to strengthen the link between theory and practice.
- 1.4 Strengthen alliances with regional Historically Black Colleges and Universities (HBCUs) and other educational institutions.
- 1.5 Undergird the concept of “premier academic institution” with professional development for faculty and staff.
- 1.6 Broaden the University’s world view and experiential base by national recruitment of personnel.
- 1.7 Disseminate information that accurately relates the University’s heritage and its current activities and concerns.



GOAL 2:

The University will offer innovative academic programs in a learner-centered environment which provides a challenging and exemplary educational experience.

OBJECTIVES:

- 2.1 Ensure excellent teaching.
- 2.2 Enlarge and enhance academic offerings.
- 2.3 Improve student services.
- 2.4 Strengthen student advising.
- 2.5 Increase the number of students who participate in co-curricular learning activities.
- 2.6 Use technology effectively for teaching and to keep students informed of educational matters.

GOAL 3:

The University will increase enrollment by recruiting a diverse student population and retaining them through graduation.

OBJECTIVES:

- 3.1 Implement a comprehensive plan to retain currently enrolled students through graduation.
- 3.2 Increase student enrollment to 1,000 (FTE) by 2010 through a coordinated campus-wide effort.



GOAL 4:

The University will create and maintain innovative student programs to foster development of the whole person to prepare students for positions of leadership in the community, the workplace, and the world.

OBJECTIVES:

- 4.1 Create and maintain a student development center to address the needs of students' personal enrichment.
- 4.2 Develop a comprehensive student activities program to meet the social, spiritual, and recreational needs of students.
- 4.3 Develop a comprehensive career awareness center to assist students in their career development.
- 4.4 Establish a graduate school and job placement center.



GOAL 5:

The University will operate under a participatory governance structure that involves and educates the entire University community while making use of the skills and talents of the Board of Trustees, faculty, staff, administration, and students.

OBJECTIVES:

- 5.1 Establish a program of continuous development for and communication with the University's Board of Trustees.
- 5.2 Ensure faculty, staff, and student representation on appropriate University committees.
- 5.3 Ensure that all handbooks and policy documents relating to University governance are reviewed at least every three years and revised as necessary.
- 5.4 Require annual performance reviews for administrators, staff, and faculty, with results factored into compensation decisions.
- 5.5 Develop an institutional effectiveness resource center equipped with the resources needed to support an effective planning process.



GOAL 6:

The University administration will ensure fiscal stability and growth through annual formative assessment, sound financial management and stewardship, and enhanced external funding.

OBJECTIVES:

- 6.1 Practice sound financial management in order to ensure fiscal accountability.
- 6.2 Protect the University's property investment by providing for appropriate maintenance of buildings, grounds, and equipment.
- 6.3 Empower an institutional advancement team of sufficient size and expertise to meet the University advancement objectives.
- 6.4 Train the University Board of Trustees to help meet fund-raising and advancement objectives.

GOAL 7:

The University will develop and implement a state-of-the-art technology program to enhance the teaching and learning environment, increase administrative productivity, and improve competitive positioning.

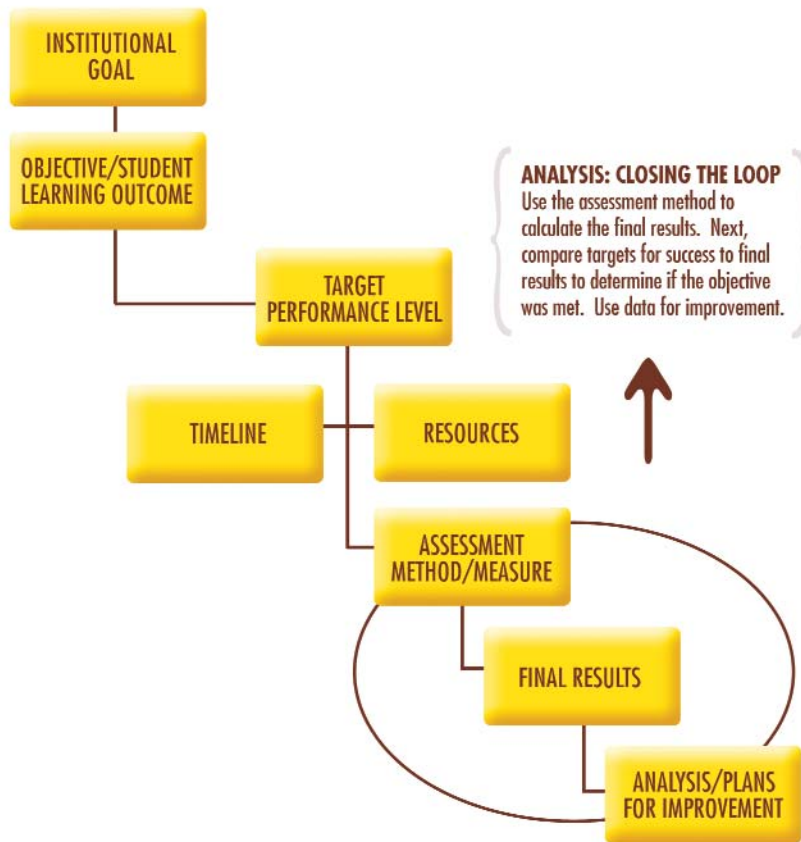
OBJECTIVES:

- 7.1 Increase faculty utilization of technology to enhance the academic experience.
- 7.2 Develop and implement a pilot study to assess the effectiveness of online educational and administrative materials and processes.
- 7.3 Expand and maintain a technology infrastructure to support administrative and educational computing needs.
- 7.4 Obtain necessary external funding to ensure development and implementation of the University's technology program.



THE PLANNING PROCESS

ASSESSING INSTITUTIONAL EFFECTIVENESS AND STUDENT LEARNING OUTCOMES



HT'S INSTITUTIONAL EFFECTIVENESS PROCESS

The planning process at HT consists of several components – academic program review, administrative program review, annual reports, new student surveys, senior exit surveys, and unit satisfaction surveys. Academic departments conduct regular formal program reviews. As part of the program review process, the University identifies ways to improve student learning by promoting excellence in offerings to students as well as in teaching, research, and service.

Administrative units also conduct program reviews which include compiling, recording, and assessing program outcomes data. The Business Office is audited annually by an independent auditing firm and reviewed by the Board of Trustees Audit Subcommittee. The institutional effectiveness process provides an evidenced based assessment of how well HT is achieving its mission. Through the analysis of HT's institutional effectiveness data, faculty, staff, and administrators 1) identify strengths and weaknesses and 2) develop and implement plans to strengthen HT's programs, procedures, and policies, thus enhancing the quality of student learning, student services, and administrative processes.



Produced By

The Office of Institutional Research & Assessment

900 Chicon Street | Austin, TX 78702-2795

512.505.3019 | www.htu.edu