

**HUSTON-TILLOTSON
UNIVERSITY**
AN AGENDA FOR EXCELLENCE
2010–2015 Strategic Plan



Pride,
Purpose
and Passion

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A MESSAGE FROM THE PRESIDENT

Within these pages are strategies and precepts that will guide the University for the next five years. This document, “An Agenda for Excellence,” for 2010-2015 was developed in light of our current postsecondary educational landscape of increased accountability and increased transparency.

The plan builds upon the University’s recent Reaffirmation of Accreditation from the Southern Association of Colleges and Schools. Institutional goals tied to departmental objectives form the framework in order to implement change where needed or make minor adjustments throughout the process.

The plan was developed and refined through months of collaboration and feedback from HT’s key stakeholders, which included Board of Trustees, faculty, staff, students, alumni, and friends.

Please familiarize yourself with HT’s new mission statement. You’ll also notice a new vision statement and identification of our IDEAL Core Values of Integrity, Diversity, Excellence, Accountability, and Leadership.

“An Agenda for Excellence” retains its central focus on students and preparing students for success in the 21st century.

As always, we invite you to *LEARN MORE*.

A handwritten signature in black ink, reading "Larry L. Earvin". The signature is fluid and cursive, with a prominent flourish at the end.

Larry L. Earvin, Ph.D.
President and CEO

Huston-Tillotson University presents “An Agenda for Excellence,” a strategic roadmap for achieving our vision and mission. The University’s Board of Trustees approved the plan on June 18, 2010. Our 2010-2015 Strategic Plan establishes five goals with emphases on development of the whole student, civic engagement, academic success, strengthening alliances, and fiscal stability and growth. Our 2010-2015 Strategic Plan also reaffirms our Core Values as Integrity, Diversity, Excellence, Accountability, and Leadership (IDEAL). This strategic plan is a living document and will be refined and updated to reflect our changing conditions and to allow Huston-Tillotson University to best carry out its vision and mission. Please join us in making Huston-Tillotson University the best it can be.

INSTITUTIONAL HISTORY

Tillotson College dates to 1875 when the 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.

The roots of Samuel Huston College date 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. Visit www.htu.edu to learn more about Huston-Tillotson University.





GOAL OF THE STRATEGIC PLAN AND INTENDED USE

The overall 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 purposeful action in a unified direction. Each unit within the University will use the HT 2010–2015 Strategic Plan as a guide to develop and document unit-specific strategies to implement the Plan.

MISSION

As an historically black institution, Huston-Tillotson University’s mission is to provide opportunities to a diverse population for academic achievement with an emphasis on academic excellence, spiritual and ethical development, civic engagement, and leadership in a nurturing environment.

VISION

Huston-Tillotson University will be a leader in the education of diverse populations. We will empower students for success in a global society as critical thinkers, lifelong learners, and ethical citizens.

PERFORMANCE MEASURES

Performance measures are reviewed throughout the year as part of Huston-Tillotson University’s institutional effectiveness process. Performance outcomes are documented in the annual Institutional Effectiveness Report and shared with constituents. Performance outcomes guide the development of strategies to achieve overall University goals and are used to modify and advance the Plan for subsequent years.

CORE VALUES: IDEAL

- I** *Integrity* We believe in honesty, sincerity, and responsibility.
- D** *Diversity* We recognize and value the differences that enrich our educational environment.
- E** *Excellence* We are committed to the highest standards of expectation and achievement.
- A** *Accountability* We believe in taking responsibility for our actions and our outcomes.
- L** *Leadership* We set an example and provide an environment that cultivates tomorrow’s leaders.

ACCREDITATION

Huston-Tillotson University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award baccalaureate degrees. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of Huston-Tillotson University.

STRATEGIC GOAL ONE

EDUCATE ALL STUDENTS ACCORDING TO THEIR NEEDS

Objectives:

- 1.1 Promote African American heritage through curricular offerings
- 1.2 Create additional opportunities for student involvement in campus organizations
- 1.3 Offer academic programs that address the different learning needs of each student
- 1.4 Incorporate diversity in academic programs
- 1.5 Provide collegiate preparatory opportunities for pre-college students
- 1.6 Increase the number of international students
- 1.7 Promote opportunities for education abroad
- 1.8 Provide a support system for students with diverse needs
- 1.9 Develop a curriculum that meets the dynamic demands for skills in today's society



STRATEGIC GOAL TWO

ENHANCE CIVIC ENGAGEMENT

Objectives:

- 2.1 Emphasize service learning in the development of student leadership
- 2.2 Increase faculty and staff participation in community events
- 2.3 Facilitate access to opportunities for connecting with the local, national, and global community
- 2.4 Offer opportunities for the community to participate in university life
- 2.5 Develop programs which involve HT students in the Austin community
- 2.6 Develop adult and continuing education opportunities

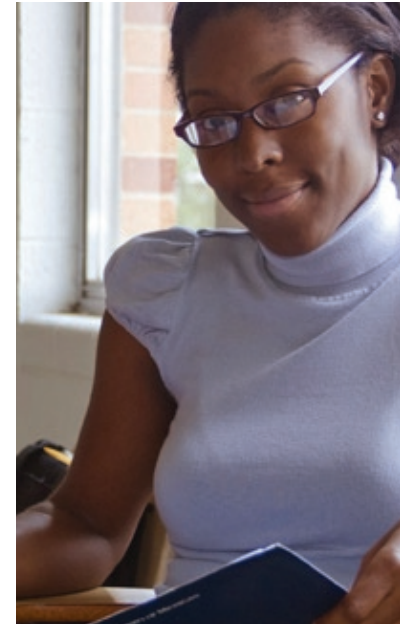


STRATEGIC GOAL THREE

PREPARE STUDENTS FOR SUCCESS

Objectives:

- 3.1 Teach critical thinking, ethics, problem-solving skills, and self-reliance
- 3.2 Prepare students for the pursuit of graduate/professional study and/or meaningful employment
- 3.3 Offer innovative, rigorous, and current academic programs
- 3.4 Achieve excellence in teaching and learning
- 3.5 Promote personal, physical, emotional, and spiritual health through academic and student support services
- 3.6 Deliver academic programs that utilize and teach discipline-specific technology
- 3.7 Contribute to the formation of spiritual development



STRATEGIC GOAL FOUR

STRENGTHEN PARTNERSHIPS

Objectives:

- 4.1 Increase program effectiveness through campus-wide collaborative efforts
- 4.2 Build strong relationships with local, state, national, and global entities
- 4.3 Pursue and implement articulation and programming agreements with other colleges/universities
- 4.4 Improve campus-wide communication
- 4.5 Build reciprocal relationships with international universities
- 4.6 Increase alumni support
- 4.7 Pursue mutually beneficial relationships with The United Methodist Church and the United Church of Christ
- 4.8 Proactively implement campus governance policies and procedures

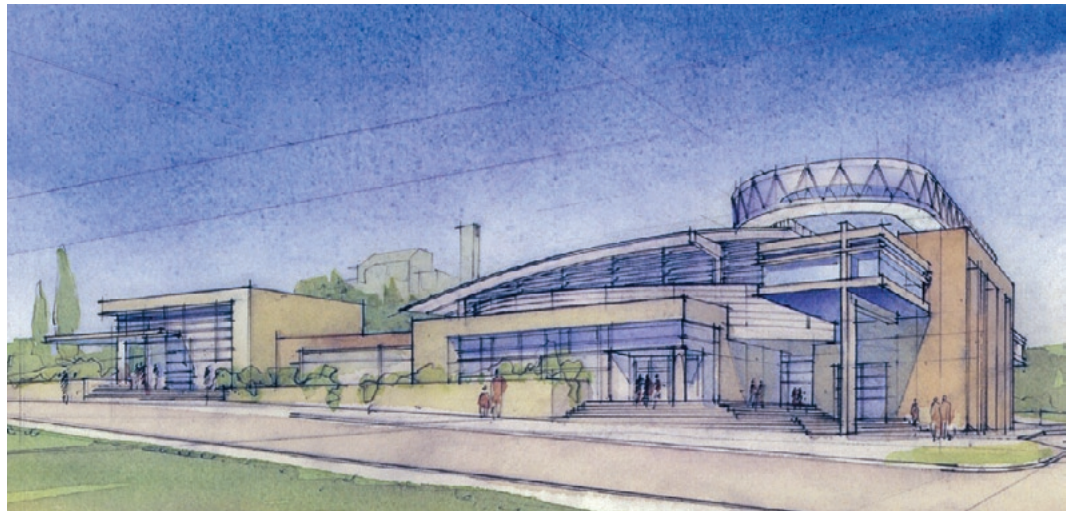


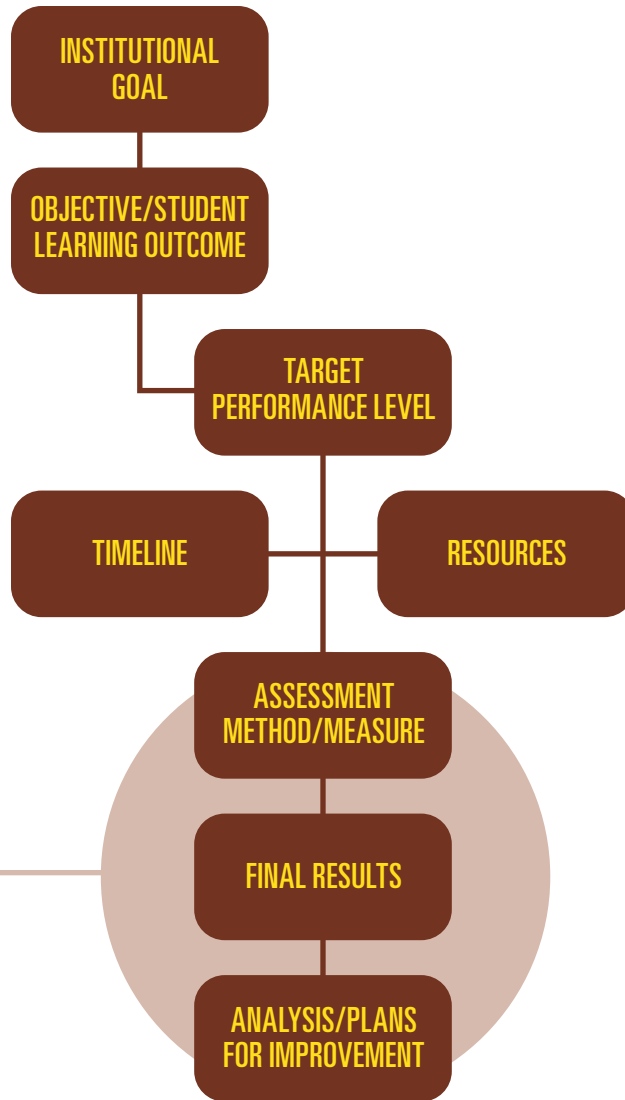
STRATEGIC GOAL FIVE

ENSURE GROWTH AND STABILITY

Objectives:

- 5.1 Establish a strong financial base
- 5.2 Develop sustained and diversified funding
- 5.3 Increase HT funding base through grants
- 5.4 Ensure the continued alignment of the campus master plan with HT's mission and vision
- 5.5 Effectively use technology in the classrooms and for University operations
- 5.6 Enhance participatory governance
- 5.7 Provide faculty and staff opportunities for professional development
- 5.8 Develop a culture of customer service and customer satisfaction
- 5.9 Achieve the threshold enrollment necessary for financial stability of the institution
- 5.10 Increase student retention and graduation rates
- 5.11 Recruit and retain qualified faculty and staff
- 5.12 Promote a work environment that values and supports faculty, staff, and students
- 5.13 Develop a comprehensive plan for funding building and infrastructure upgrades essential to campus quality of life and safety
- 5.14 Develop a comprehensive plan for future technology enhancement





ANALYSIS: CLOSING THE LOOP

Use the assessment method to calculate the final results. Next, compare targets for success to final results to determine if the objective was met. Use data for improvement.

THE PLANNING PROCESS: ASSESSING INSTITUTIONAL EFFECTIVENESS AND STUDENT LEARNING OUTCOMES

The planning process at HT consists of several components—academic program review, administrative program review, annual reports, new student surveys, seniors’ 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 that 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.



***HUSTON-TILLOTSON
UNIVERSITY***

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