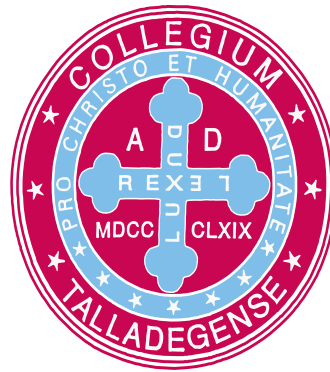


TALLADEGA COLLEGE



STRATEGIC PLAN

2008-2013

“Continuing the Tradition of Academic Excellence”

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2008-2113
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The history of Talladega College began on November 20, 1865, when two former slaves, William Savery and Thomas Tarrant, both of Talladega, met in convention with a group of new freedmen in Mobile, Alabama. From this meeting came the commitment, “...We regard the education of our children and youth as vital to the preservation of our liberties, and true religion as the foundation of all real virtue, and shall use our utmost endeavors to promote these blessings in our common country.”

With this as their pledge, Savery and Tarrant, aided by General Wager Swayne of the Freedmen’s Bureau, began in earnest to provide a school for the children of former slaves of the community. Their leadership resulted in the construction of a one-room school house, using lumber salvaged from an abandoned carpenter’s shop. The school overflowed with pupils from its opening and soon it was necessary to move into larger quarters.

In 1869, Swayne School was issued a charter as Talladega College by the Judge of Probate of Talladega County. Twenty years later, in 1889, the Alabama State Legislature exempted properties of the College from taxation.

Today, the mission of the College continues to seek to, ... “instill in its graduates the values of morality, intellectual excellence and hard work. The College seeks to nurture the whole person through close, personal relations between faculty and students and by providing experiences that develop a strong personal value system and a sense of responsibility to the local community and to the world.

The College also emphasizes its historic achievements in the sciences and humanities, and recognizes that all disciplines are illuminated by a broad-based grounding in the liberal arts. The College maintains its tradition of preparing students thoroughly not only for the world of work but also for advanced graduate education.”

Talladega College is dedicated to producing humane, well-rounded leaders who think independently, are secure in their sense of themselves, are open to intellectual growth and prompted to serve their community.

While relying on its historic legacy and planning for the future, a representative cross-section of faculty and administrators met regularly to participate in discussions that resulted in the development of six priorities for the institution. These priorities include: (1) Financing Talladega College’s Mission as A Liberal Arts Institution, (2) Maintaining Competitive and Relevant 21st Century Academic and Extracurricular Programming, (3) Preparing Students for Leadership in a Global Society, (4) Promoting Talladega College’s Legacy and Mission, (5) Maintaining the Historic Commitment to Community Service, and (6) Maintaining and Preserving the Historic Assets.

Approved by the Board of Trustees
July 17, 2008

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STRATEGIC PLAN

2008-2113

“Continuing the Tradition of Academic Excellence”

Priority One: Financing Talladega College’s Mission as A Liberal Arts Institution

Goal One: To establish specific policies and procedures to achieve efficient and effective management of the College’s financial resources.

Action Plans	Estimated Cost	Assign Primary Responsibility	Progress Year One-2008 - 2009	Progress Year-Two-2009 - 2010
1.1.1 Develop policy and procedures manual	\$2,500 for supplies to complete manual	Vice President for Institutional Advancement (hereafter, VPIA) and staff Vice President for Administration and Finance (hereafter, VPAF) and staff	Develop manual and implement policies and procedures	Modify or make changes and continue implementation process
1.1.2. Hire VP for Institutional Advancement Development Officer	\$90,000	President VPAF Human Resources Director	Hire VPIA	VP implements fundraising strategies

Goal Two: To develop a sound investment management strategy.

Action Plans	Estimated Cost	Assign Primary Responsibility	Progress Year One-2008 - 2009	Progress Year-Two-2009 – 2010 -
1.2.1 Study investment strategies of successful	No significant cost	VPIA and staff	Analyses of	Adopt strategies

Action Plans	Estimated Cost	Assign Primary Responsibility	Progress Year One-2008 - 2009	Progress Year-Two-2009 – 2010 -
fundraising institutions		VPAF and staff President	strategies	

Goal Three: To pursue alternative revenue streams, philanthropic support and external grants.

Action Plans	Estimated Cost	Assign Primary Responsibility	Progress Year One-2008 - 2009
1. 3.1 Increase grant writing	No significant cost	VPIA and staff Provost/Vice President for Academic Affairs (hereafter, Provost/VPAA) Vice President for Student Affairs (hereafter, VPSA)	Increase grant writing by 25%
1.3.2. Seek support from corporations in the sports and entertainment industry	No significant cost	VPIA and staff Grants Administrator VPAF President	Formulate list of CEO's of these companies and begin to formulate a relationship with the college.
1.3.3 Increase alumni giving		VPIA and staff	Notify all living alumni Develop a current alumni

Action Plans	Estimated Cost	Assign Primary Responsibility	Progress Year One-2008 - 2009
1.3.4. Seek funds for endowment	\$2,000	Alumni Director	roster with current contact information Establish relationship with endowment agencies
1.3.5 Improve auxiliary enterprises	No significant cost	VPIA and staff Academic Deans President	Attract book publishers and other companies
	\$20,000 for negotiation luncheon meetings, travel,	VPAF VPIA and staff President	

Goal Four: To pursue funding for technological upgrades.

Action Plans	Estimated Cost	Assign Primary Responsibility	Progress Year One-2008 - 2009	Progress Year-Two-2009 - 2010
1.4.1. Secure partnership with major technology corporations	\$10,000	VPIA and staff VPAF Director of Information Technology (hereafter, IT)	Begin contact	Negotiations if possible Make selections and implementations
1.4.2. Secure adequate technology for administration and instruction	No significant cost	VPIA and Staff VPAF Director of IT	Solicit bids from technology providers	

Action Plans	Estimated Cost	Assign Primary Responsibility	Progress Year One-2008 - 2009	Progress Year-Two-2009 - 2010
1.4.3 Proposal writing to upgrade infrastructure and software and hardware	\$2,500	Director of IT VPIA and staff	Write and submit proposal	Implement plan and continue to write proposal.

Priority Two: Maintaining Competitive and Relevant 21st Century Academic and Extracurricular Programming

Goal One: To improve the quality of academic programs and add new course offerings

Action Plans	Estimated Cost	Assign Primary Responsibility	Progress Year-One 2008-2009	Progress Year-Two 2009-2010
2.1.1 Encourage faculty to pursue terminal degrees	\$10,000	Academic Deans Faculty Development Director Director of Title III Program	Identify faculty without terminal degrees and encourage and support their efforts to pursue terminal degree.	Continue previous year's efforts to identify and recruit faculty.
2.1. 2 Hire highly qualified faculty in all	\$50,000	Provost/VPAA	Increase salary range to attract the best qualified	Extend the number and means by which we solicit applications for

areas of academic disciplines		Academic Affairs and Deans	faculty	vacancies. Use regional and national publications.
2.1. 3 Encourage faculty to do research and publish articles	\$25,000	Academic Deans Faculty	Develop an incentive plan that will promote increased research and publication	Create a College publication for faculty to submit articles for publication.
2.1. 4 Provide professional development opportunities for faculty	\$20,000	Academic Deans Director of Faculty Development Director of Title III	Make funds available through Title III to support faculty attendance to various conferences and workshops	Encourage faculty to present at workshops and seminars. Develop an incentive program.
2.1. 5 Promote grant writing among faculty	\$20,000	Academic Deans Provost/VPAA	Create an incentive program that will reward faculty who are awarded grants.	Provide grant writing workshops and other opportunities for faculty to hone skills at grant writing.
2.1.6 Do an assessment and evaluation of the course offerings in each department	\$60,000	Department Chairpersons	Complete assessment	Initiate course modification and addition

Goal Two: To improve the library and other campus-wide learning resources.

Action Plans	Estimated Cost	Assign Primary Responsibility	Progress Year-One 2008-2009	Progress Year-Two 2009-2010
2.2.1 Increase library holdings in all disciplines	\$200,000	Provost/ VPAA Librarian Academic Deans	Survey faculty and prioritize requests	Identify special needs of various programs and purchase professional literature.
2.2.2 Increase the capacity of computer labs on campus	\$100,000	Librarian Academic Deans Provost/VPAA	Create at least one additional Computer Lab and expand and upgrade	Continue to increase student access to labs and library resources.

		Library Committee	others.	
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Goal Three: To provide opportunities for faculty to attend workshops, conferences and professional meetings for growth and development.

Action Plans	Estimated Cost	Assign Primary Responsibility	Progress Year-One 2008-2009	Progress Year-Two 2009-2010
2.3.1 Increase faculty development office staff	\$40,000	Administration	Assess faculty needs and correlate with available developmental activities.	Continue and increase opportunities and funds

Goal Four: To integrate technology into academic instruction

Action Plans	Estimated Cost	Assign Primary Responsibility	Progress Year-One 2008-2009	Progress Year-Two 2009-2010
2.4.1. Equip each classroom with internet access, a computer and a projector	\$200,000	Technology Department and Administration	All classrooms will have computers and 50 % Internet access	All classrooms will have Internet access and projectors

Goal Five: To ensure students develop communication skills

Action Plans	Estimated Cost	Assign Primary Responsibility	Progress Year-One 2008-2009	Progress Year-Two 2009-2010
2.5.1 Create a Skills Enhancement Center	\$200,000	Dean of Education and Social Sciences	Establish physical location, hire staff, purchase needed resources and equipment, and serve students and faculty.	Up-grade resource materials, increase quality of services and number of students served.

Goal Six: To students are competent in their disciplines

Action Plans	Estimated Cost	Assign Primary Responsibility	Progress Year-One 2008-2009	Progress Year-Two 2009-2010
Develop Exit Exam in all disciplines	2000.00	Department chairs and members	Complete the development of the exams	Start implementing exams

Priority Three: Preparing Students for Leadership in a Global Society

Goal One: To recruit prospective students with high academic credentials and those highly motivated to succeed.

Action Plans	Estimated Cost	Assign Primary Responsibilities	Progress Year –One 2008-2009	Progress Year Two 2009-2010
3.1.1 Conduct visitation program for high school honor organizations.	\$5,000	VPSA and staff President	Increase enrollment	Continue to increase enrollment
3.1.2 Contact students in the top 10% of their class	\$2,000	Provost/VPAA	Increase enrollment	Continue o increase enrollment
3.1.3 Pursue students who have a 3.0 or higher GPA	\$2,000	Provost/VPAA	Increase enrollment	Continue to increase enrollment
3.1.4 Offer competitive scholarship packages to all qualified students.	\$100,000	Provost/VPAA	Increase enrollment	Continue to increase enrollment

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Goal Two: To intensify recruiting efforts to increase the number of students who actually enroll at the College.

Action Plans	Estimated Cost	Assign Primary Responsibilities	Progress Year –One 2008-2009	Progress Year –Two 2009-2010
3.2.1 Schedule recruitment site that are in close proximity to each others	\$6,000	Admission Office Faculty Staff	Increased enrollment	Continue increase in enrollment
3.2.2 Schedule at least two recruitment sites a day whenever possible	No significant cost	Admission Office Faculty Staff	Increased enrollment	Continue increase in enrollment
3.2.3 Contact 2000 senior student prospects in the state of Alabama	No significant cost	Admission Office Faculty Staff	Increased enrollment	Continue increase in enrollment
3.2.4 Accept 400 high school seniors	No significant cost	Admission Office Faculty Staff	Increased enrollment	Continue increase in enrollment
3.2.5 Contact 1,000 students outside the state of Alabama	No significant cost	Admission Office Faculty Staff	Increased enrollment	Continue increase in enrollment
3.2.6 Accept 100 high school students outside the state of Alabama	No significant cost	Admission Office Faculty Staff	Increased enrollment	Continue increase in enrollment

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Goal Three: To retain students at a rate comparable to that of peer institutions.

Action Plans	Estimated Cost	Assign Primary Responsibilities	Progress Year –One 2008-2009	Progress Year Two 2009-2010
3.3.1 Establish a system of monitoring to discover students before they face serious academic difficulty	No significant cost	Faculty division deans, student support and skills center	Establish system	Implement system
3.3.2 Provide tutoring and special support to students	8,000.00	Student support services and skills center	Establish a strong tutoring program and skills center	Continue to improve these effort

Goal Four: To offer a system of comprehensive academic advising.

Action Plans	Estimated Cost	Assign Primary Responsibilities	Progress Year – One 2008-2009	Progress Year –One 2009-2010
3.4.1 Evaluate current document, interview advisors, and conduct workshop with the advisors, Deans, and Vice President for Academic Affair	\$7,000	Faculty Advisor Academic Deans, Provost/ VPAA President	Make necessary modification	Continue evaluation and improvement of academic advisement system

Goal Five: To provide programs that promotes academic excellence and intellectual growth and development of students.

Action Plans	Estimated Cost	Assign Primary Responsibilities	Progress Year –One 2008-2009	Progress Year –Two
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				2009-2010
3.5.1 Provide information to potential students about the cultural and intellectual aspects of the college in the form of newsletters, brochures and bulletins	\$2,000	Admission Office	Evaluate this process by collecting data from incoming students.	Modify process as needed.

Goal Six: To provide intellectual activities for students

Action Plans	Estimated Cost	Assign Primary Responsibilities	Progress Year –One 2008-2009	Progress Year –Two 2009-2010
3.6.1 Establish President’s Writing competition	\$5,000	Academic Deans Faculty VPSA	Recruit participants	Continue to recruit and train participants
3.6.2 Establish the President’s Leadership Class	No significant cost	Academic Deans		
3.6.3 Utilize the Honda ALL Star Program for intellectual stimulation	No significant cost	Faculty VPSA		
3.6.4 Establish a Debate Team	\$20,000	Academic Dean Faculty VPSA and staff		
3.6.5 Conduct Divisional workshops, seminars and similar learning activities for students	No significant cost	Academic Dean Faculty VPSA and staff		

Goal Seven: To expose students to social and cultural experiences

Action Plans	Estimated	Assign Primary	Progress Year –One	Progress Year –
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	Cost	Responsibilities	2008-2009	Two 2009-2010
3.7.1 Conduct and attend workshops, seminars, and conferences	\$10,000	Faculty Academic Deans Provost/VPAA	Structure, plan and schedule workshops, seminars and conferences.	Continue implementation

Priority Four: Promoting Talladega College's Legacy and Mission

Goal One: To provide technology training for faculty

Action Plans	Estimated Cost	Assign Primary Responsibility	Progress Year 2008-2009	Progress Year 2009-2010
4.1.1 Increase technology staff to devote greater emphasis to faculty and academic needs	\$40,000	Provost/VPAA President	Identify staff and hire	Implement academic technology training for faculty

Goal Two: To increase support of the academic community by administrative and educational support offices

Action Plans	Estimated Cost	Assign Primary Responsibility	Progress Year 2008-2009	Progress Year 2009-2010
4.2.1. Establish policies that emphasize the essential mission of the college which is to educate students	No significant cost	Administration	Establish policy that includes the entire college.	Implement a process to achieve this goal

Goal Three: To provide a safe learning environment for students

Action Plans	Estimated Cost	Assign Primary Responsibility	Progress Year 2008-2009	Progress Year 2009-2010
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4.3.1 Forming a technical committee	No significant cost	Vice President for Student Affairs, faculty and administration	Define student needs and lifestyles and instituting policy	Implement policy
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Priority Five: Maintaining the Historic Commitment to Community Service

Goal One: To involve the local the community in the College’s economics, cultural, social and academic activities.

Action Plans	Estimated Cost	Assign Primary Responsibility	Progress Year-One-2008-2009	Progress Year-Two-2009-2010
5.1.1 Collaborate with City Government and Council	None	VPSA and staff	In process	Review and revise as needed.
5.1.2 Collaborate with local officials to develop community outreach programs through the usage of various campus Organizations	None	Academic Deans Faculty	Include a component of community outreach in the class syllabus as a requirement	Review and revise as needed.

Goal Two: To develop a jobs and internship program for elementary and high school student leaders from the local community.

Action Plans	Estimated Cost	Assign Primary Responsibility	Progress Year-One-2008-2009	Progress Year-Two-2009-2010
5.2.1 Create a leadership class for prospective student leaders	None	Provost/VPAA Academic Deans Faculty	Develop new course and identify faculty to teach course	Review and revise as needed.
5.2.2 Develop a job fair inviting local business professionals	None	Academic Deans Faculty	Establish a resource list of professionals and specified field of expertise.	Review and revise as needed.

Goal Three: To develop a campus based literary program for elementary and high school students with emphasis on math and science.

Action Plans	Estimated Cost	Assign Primary Responsibility	Progress Year-One-2008-2009	Progress Year-Two-2009-2010
5.3.1 Collaborate with local and county superintendents, principals and teachers	\$5,000	Provost/VPAA Academic Deans Faculty	Develop campus literary program in areas of math/science for students majoring in concentrated field	Review and revise as needed
5.3.2 Collaborate with local agencies who are fostering at risk students and providing after school care	\$5,000	Provost/VPAA VPSA	Develop program and assign students	Review and revise as needed

Priority Six: Maintaining and Preserving the Historic Assets

Goal One: To maintain the structural stability of all buildings on campus

Action Plans	Estimated Cost	Assign Primary Responsibility	Progress Year 2008-2009	Progress Year 2009-2010
6.1.1 Complete an assessment of each building.	\$10,000	Facilities Director VPAF Provost /VPAA VPIA and staff	Consultant identified to begin assessment.	Assessment and Directory draft completed.

Goal Two: To seek external funding to enhance the functions of all buildings on campus.

Action Plans	Estimated Cost	Assign Primary Responsibility	Progress Year 2008-2009	Progress Year 2009-2010
6.2.1 Develop a series of preservation goals of historic and non-historic properties	\$1,500	VPAF	Development of preservation goals in process.	Development of preservation goals completed.
6.2.2 Seek grants and other funding to restore and preserve all buildings	No significant cost	VPIA and staff	Ongoing	Continuous

Goal Three: To explore all funding options to maintain the historical integrity of all buildings on campus.

Action Plans	Estimated Cost	Assign Primary Responsibility	Progress Year 2008-2009	Progress Year 2009-2010
6.3.1 Compile a directory of all rare assets housed in Savery Library, and seek ways of preserving and protecting them.	\$10,000	Director of Library VPIA and staff	Development of Directory in process.	Directory completed.

<p>6.3.2 Research and seek grants and funds from federal, state, local, private and foundation sources to maintain various structures and valuable assets on campus.</p>	<p>\$ 3,000</p>	<p>Director of Library VPIA and staff</p>	<p>Identify sources of funding to maintain structures and assets on campus.</p>	<p>Continue to seek funding</p>
<p>6.3.3. Identify all buildings on campus and publish a brochure of all historical buildings-develop the historical contexts of each building.</p>	<p>\$ 25,000</p>	<p>Facilities Director VPAF Provost/VPAA VPIA and staff</p>	<p>Layout and design of all buildings. Publisher identified for brochure.</p>	<p>Final draft for the brochure completed.</p>

Goal Four: To develop and implement a plan for continuous maintenance of all institutional assets.

Action Plans	Estimated Cost	Assign Primary Responsibility	Progress Year 2008-2009	Progress Year 2009-2010
6.4.1 Establish a plan of maintenance for all existing buildings	No significant cost	Facilities Director VPAF	Implement maintenance plan	Continuous maintenance