



# STRATEGIC PLAN 2022-2026

INITIATIVES & OBJECTIVES

# Strategic Initiative: Strategic Growth

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## 1. Increase enrollment and average net tuition revenue

1a. Grow academic offerings to include graduate, cross-disciplinary, STEM, and certificate programs

1b. Recruit first-gen Hispanic students

1c. Market TU to raise awareness among prospective students

1d. Set and market tuition and discount structure that improves appearance of affordability while increasing net tuition revenue

1e. Emphasize data-informed recruiting to target students most likely to enroll and succeed at Tusculum

## 2. Improve student retention

2a. Improve consistency and quality of online courses

2b. Front-load freshman instruction with outstanding general education courses and instructors

2c. Integrate civic engagement more fully into the student experience

2d. Leverage honors program to recruit high-achieving TN students

## 3. Improve employee satisfaction and retention

3a. Study salary compression, inversion, and market data and plan for how to remediate when revenue allows

3b. Increase opportunities and support professional growth

3c. Integrate civic engagement more robustly across campus

3d. Audit and improve operational functions campus wide

3e. Explore low cost perks that show value to employees and build community

3f. Maximize utility/convenience of website employee portal

#### 4. Grow and broaden friend raising and fund raising

4a. Launch new capital campaign (annual scholarships for athletes/positions in various sports)

4b. Leverage opportunities for small-gift giving to nurture the community's collective ownership of TU

4c. Increase staffing of IA personnel dedicated to fundraising

4d. Incentivize grant writing to fund academics and centers

4e. Build loyalty and institutional pride among alumni

4f. Leverage economic impact data to engage local businesses to promote Tusculum and support scholarships

## Strategic Initiative: Transformative Student Experience

### 1. Improve retention through mentoring

1a. Build mentoring relationships between advisors and students

1b. Develop and implement additional peer-to-peer mentoring program(s)

1c. Develop and implement alumni-student mentoring

## 2. Increase student engagement

2a. Study and revise schedule to maximize opportunities for student engagement during non-athletic time

2b. Develop students to lead other students

2c. Increase student organizations and level of employee and student engagement in those organizations

2d. Identify and invest in key Tusculum traditions for students (e.g. lantern festival, Pioneer WOW)

## 3. Improve students' on-campus living experience

3a. Increase quantity and quality of student life activities

3b. Evaluate, improve, and communicate student services (e.g. ADA accessibility, safety, physical and mental health, tech support, meal plans)

3c. Improve student facilities (dorm and social spaces)

## 4. Increase student awareness of student life and co-curricular activities

4a. Increase diversity of student communication methods

4b. Broaden social media to include videos

4c. Employ student-driven communication strategies

## 5. Improve and simplify all student-related processes

5a. Transition all student forms to fillable PDF's or online forms

5b. Develop and implement high-quality training for students on all TU processes they will encounter

5c. Explore one-stop shop for all student services (in accessible space(s))

5d. Audit/edit webpages related to student services and processes to ensure information is clear, complete, and in agreement

## 6. Nurture a campus environment that is more distinctly Christian

6a. Increase Tusculum's Christian programming, services, and activities

6b. Cultivate deeper connections between Tusculum and area churches

## Strategic Initiative: Mission-Driven Academics

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### 1. Integrate mission elements into academics

1a. Develop and equip career-ready professionals (address AOS and traditional)

1b. Nurture student development of civic engagement – students who care about and have the tools to impact their communities (address AOS and traditional)

1c. Integrate the Christian faith/values and 'caring Christian environment' into academics (address AOS and traditional)

1d. Evaluate integration of the mission into each academic program (address AOS and traditional)

1e. Communicate and market integration of the mission into academics via the website and other media to both internal and external audiences

### 2. Equip faculty and academic support staff to integrate the mission elements into academics

2a. Develop faculty knowledge base for online course design

2b. Develop and enact a system for ensuring the quality of online course design and teaching

2c. Integrate the Pioneer Ready QEP elements into the professional development of faculty and academic support staff

2d. Empower students to take responsibility for their own learning through a coordinated approach to academic policies and procedures (e.g. late work policy)

### 3. Promote and value employee engagement in the campus and broader community

3a. Develop and implement goals for community service and campus engagement within each academic and operating department

3b. Integrate evaluation of faculty involvement in the campus and broader community into the annual evaluation and promotion processes

3c. Integrate evaluation of staff involvement in the campus and broader community into the annual evaluation process