STRIKING THE RIGHT NOTE

Strengthening Our Collective Sound

TALLADEGA COLLEGE

STRATEGIC PLAN
2020 - 2025
Since our founding over 150 years ago, Talladega College has been in the business of transforming lives by providing our students with a premier, quality higher education. Our Strategic Plan, Striking the Right Note, reflects this commitment while also illustrating our determination to see Talladega College continue to rise.

As we continue to move the college forward, it is important that we work together to build on our past achievements and plan for continued successes. At Talladega College, we find creative and innovative ways to continue to meet the needs of our student body and overall campus community.

Our Strategic Plan is the framework that we will use to fuel groundbreaking revolutions campus-wide. The six strategic themes, teaching and learning; student engagement; philanthropic support; technological innovation; professional development; and operational excellence, will serve as the guiding principles for our continued journey of eminence.

The Strategic Plan, much like our ‘Great Tornado Band,’ articulates our institution’s approach to change. Our constant flow towards excellence in everything we do resonates intrinsically with the college’s continued endeavor of spurring our community to strike the right note.

As the individual tasked with leading our institution, I fully realize that we must work in harmony to achieve our mission and materialize our vision. It is my hope that this Strategic Plan illustrates how every member of our diverse community will be included to play a crucial part in creating our collective sound.

I thank you for your support and look forward to working with you to continue to remain “An Institution of Excellence.”

Sincerely,

Lisa Long
Lisa Long, Acting President
Provost/Executive Vice President/Vice President for Academic Affairs
Talladega College
We seek to make Talladega College a place where all students can find their passions, become equipped with the necessary knowledge and skills, and depart to change the world. In this strategic plan, we celebrate the transformation already underway and amplify the importance of a collective effort for global impact.

To develop this plan in the midst of the 2020 trifecta of socio-economic, health, and racial upheavals catalyzed by COVID-19 and the continued devaluing of Black lives, Talladega College recognizes and appreciates that nothing is ever certain. Our strategic plan will focus our institutional efforts, and growth therein, on ensuring the institution is ready to respond to any future challenge – not only to survive, but to thrive.

The plan does not reflect everything we hope to accomplish as an institution, but instead reflects the most critical components we believe need addressing over the next five years. The strategic plan is also not directorial or hierarchical. Instead, it attempts to galvanize the Talladega College community around a set of principles that act as enablers to assist stakeholders in finding their path to support the execution of the plan. We want this plan to be a living document that allows stakeholders to see themselves as the musicians who create our sound.

This strategic plan will serve as a framework to focus our efforts, and resources and energy to make the best decisions for the institution. As a historic and critical player in driving the outcomes for Black people within our local community, the state of Alabama, and beyond, we will continue to live out our mission to “equip students for the global community.” Talladega College and its stakeholders have a collective sound for the world to hear; let’s create our symphony.
In the world of music, the Circle of Fifths is used to determine the relationships among all the key signatures and tones used in music. At Talladega College, we seek to leverage the conceptual approach of the Circle of Fifths to drive the execution of our strategic plan.

The value of the Circle of Fifths comes from the common musical understanding that it represents the relationship among the tones, signatures, and keys that make the melodic music our ears ultimately hear.

Talladega College will sharpen our collective sound by focusing on how we partner with and support each other across the institution’s academic, enrollment, reputational, and operational functions. When we build our knowledge and the malleability of those relationships, Talladega College will achieve its ultimate crescendo: a premier liberal arts institution.
Guiding Principles: ETHICS

Excellence
We support continuous improvement as an institutional and community priority.

Sustainability
We adopt and adapt practices that allow us to maintain productivity and continue to stand the test of time.

Innovation
We embrace the mindset of changing with the times, creating new knowledge, and setting trends for the success of students in the demographic that we typically serve.

Transparency
We celebrate our strengths, and we are candid about our challenges. We know that to address our opportunities we must acknowledge that they exist.

Harmony
We arose from a community need for education, and we will leverage our global community to facilitate the success and prosperity of Talladega College and our students.

Collaboration
We commit to the success of Talladega College. Our goals, objectives, and action steps facilitate inter- and intra-institutional partnerships.

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Talladega College is an institution rich in history whose mission is to equip its graduates for the global community through academic excellence, moral values, community service, and professional development.

Talladega College aspires to be a center of academic excellence in liberal arts higher education, thus preparing students not only for graduate studies but also for the global community.
Talladega College seeks to be the institution of choice for all its students. We recognize that these students will become alumni and comprise the future ambassadors for Talladega College.

We assembled a task force to conduct a landscape analysis and to make recommendations for how Talladega College can execute its mission and realize its vision. The six following key strategic areas were elevated as the most critical areas for Talladega College to achieve success by 2025.

Taking these goals and indicators into account, we believe Talladega College will succeed with growing student populations, higher levels of satisfaction, and a further commitment to Talladega College’s mission and those it serves.
Talladega College has a long and storied history of providing vibrant and inclusive learning environments that embrace and empower students positively to change the world. These nurturing environments are critical and are needed now more than ever to ensure students’ academic and personal development and lifelong success. Talladega College seeks to reimagine its academic enterprise to continue delivering on its liberal arts core and emphasize its connection to 21st century needs.

**Key Strategic Area I: Promote student success through innovative curriculum**

*Develop an integrated and empowered teaching, developmental, and experiential learning environment.*

**Subgoals**

1. Promote and inspire innovation across all academic disciplines and student support programs.
2. Develop immersive learning experiences for students on-campus, and across communities – locally, regionally, nationally, and abroad.
3. Expand program offerings to include more postgraduate, continuing education, and online degree programs.
4. Facilitate the integration of academic and support functions to develop targeted and holistic wrap around services for students.
5. Amplify community engagement throughout the teaching and learning experience.

**Toccata**

\textit{toc-ca-ta | t\textasciitilde k\textasciitilde t} 

An instrumental work designed to display the technical prowess and proficiency of a performer.
Talladega College continues to leverage its “familial environment” to implement forward-looking plans and expand its reach and impact. As demographic shifts continue to reshape institutions of higher education, Talladega College seeks to focus its enrollment efforts on three critical themes: achieving greater student engagement, improving student success outcomes, and continuing Talladega College’s legacy of service to African American students while also expanding its aim to embrace students from other ethnicities.

Key Strategic Area II: Cultivate a dynamic and supportive student environment
Attract, develop, and empower a diverse and talented community of scholars and alumni.

Subgoals
1. Attract, recruit, and increase the number of students who select Talladega College as their first destination institution.
2. Enroll, retain, and graduate students who reflect the mission and values of Talladega College.
3. Diversify students in Talladega College’s learning community.
4. Deepen the relationship and participation of alumni with Talladega College, our students, and our program delivery.
5. Enhance student learning and development through the co-curricular collegiate experience.

Obbligato
\[\text{An instrumental part which is essential in a piece of music.}\]
Talladega College has a reputation for developing graduates who value intellectual excellence, hard work, and morality. We recognize our role as a member of our local community and global society. We aspire to deepen the understanding and appreciation of our impact through our curriculum and partnership with students, faculty, staff, alumni, and external stakeholders.

**Key Strategic Area III: Solidify our position as a premier liberal arts institution**
*Strengthen the awareness and knowledge of Talladega College to all stakeholders.*

**Subgoals**

1. Position Talladega College as a premier institution for student engagement, development, and success.
2. Attract, recruit, and develop high caliber faculty promoting Talladega as an institution of choice for leading faculty members with high scholarship.
3. Engage dynamic stakeholders and develop strategic partnerships through high-impact outreach and collaboration.
4. Promote the unique experiences and accomplishments of students, staff, faculty, and alumni across multiple communication channels.

**Leitmotif**

A short, recurring musical phrase, usually associated with a character, idea, event, or object. This is the musical equivalent of branding.
Talladega College is committed to providing an educational experience and environment worthy of our unique legacy and future possibilities. Talladega College’s mission guides our day-to-day commitment and resources, and our vision drives our culture for continuous improvement. We seek to develop an operating model that allows the institution to reinvest in Talladega College’s long-term success.

**Key Strategic Area IV: Adopt technology as a tool to support continuous improvement**

*Increase the accessibility and use of technology across the business and academic enterprise.*

**Subgoals**

1. Invest in the physical and digital infrastructure to support academic innovation and virtual student engagement.
2. Identify, implement, and facilitate the adoption of technology in operational areas to reduce costs, accelerate and enhance service delivery, improve accuracy, and expand business functions.
3. Establish data governance programs and protocols that provide secure, reliable, accessible, and timely data across the academic and business enterprises.
4. Expand the IT division to improve data-based decision-making, and develop tools to increase cross-functional collaboration.
5. Improve our ability to document and share the Talladega College story.

**Accelerando**

Gradual increases in speed.
People

Talladega College’s most important asset is its people – the faculty, staff, administration, and leadership committed to furthering its mission and vision. Talladega College seeks to deepen its commitment to the personal and professional growth of all of its employees. By recruiting high-potential higher education professionals and developing clear protocols for training and development, we will establish a foundation to accelerate Talladega College’s academic, financial, and operational performance.

Key Strategic Area V: Cultivate a culture of learning for all stakeholders

Promote and provide training and development opportunities to support institutional excellence in an ever-changing and global environment.

Subgoals

1. Assess and develop the capability and credentials of faculty to ensure the highest quality of course content and delivery.
2. Identify and implement training and development opportunities for staff to support effectiveness and professional and personal growth.
3. Build and maintain an Office of Human Resources that provides comprehensive services to Talladega College.
4. Increase the philanthropic support of current students, faculty, and staff.
5. Ensure the health, safety, and security of our students, faculty, and staff.

A musical key is the relation of different chords to each other. The “tonic” is the subjective sense of “home”, from which musical compositions deviate from, and arrive back to. Relations of different keys to each other give the impression of tension, development, and resolution. A “key signature” is an instruction at the beginning of written music, indicating what is the “home key” of the work is.
Talladega College is committed to the responsible stewardship of its financial resources and adopting new strategies to improve institutional fiscal health and resiliency. We seek to build our institutional advancement opportunities while developing new revenue streams and investing in best practice tools for tracking and monitoring financial performance. By doing so, we seek to improve all indicators of financial sustainability.

Key Strategic Area VI: Ensure the financial viability of the institution
Develop a sustainable business model.

Subgoals
1. Develop a campus master plan to chart a sustainable future for Talladega College.
2. Develop and adopt dashboards to monitor campus-wide efforts to improve student success, institutional effectiveness, and financial health.
3. Identify and implement new revenue streams and enhance capabilities to invest in Talladega College’s strategic priorities.
4. Improve, develop, and adopt campus-wide services that positively impact campus life.
5. Develop and implement a capital campaign to support the targeted goals of the strategic plan.

Legato
le-ga-to | lë-gä-(,)tō | An instruction indicating that a sequence of notes should be played smoothly, or joined up, as opposed to disconnected.
In a response to the passing of the Honorable U.S. Representative John Lewis, our 20th President, Dr. Billy C. Hawkins acknowledged, “while the social unrest we are experiencing today reminds us of how much work remains to be done, Congressman Lewis helped bring our nation closer to the fair and equitable society that so many of us yearn to see.”

At Talladega College we aspire to develop leaders who continue the legacy of Congressman Lewis and the many other trailblazers that sought to change the world. Like Congressman Lewis, we recognize that to enact change we must find harmony and walk together in unison.

For it is in harmony and unison that Talladega College can realize its mission and vision for our students, faculty, staff, and our broader community. To achieve this, we must become a more nimble and agile institution of higher education.

Overture

An introductory movement to an opera or substantial work. In opera, the overture usually contains examples of the major musical themes that will appear throughout the work - a type of trailer for what is to come.
Talladega College would like to express sincere appreciation to the UNCF staff for their valuable role in assisting the 2020-2025 Strategic Plan Steering Committee with creating the strategic plan. The UNCF staff was also very helpful, based on discussions with the committee, with formulating goals and objectives, engaging a graphic designer, and developing implementation processes and activities. Talladega College is very grateful for all of the UNCF staff’s assistance and look forward to their continued support.
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