

# SREB

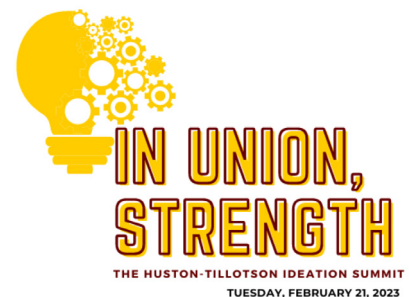
# Huston-Tillotson Ideation Summit 2023

*A Report from SREB*

June 2023

Southern  
Regional  
Education  
Board

SREB.org



*SREB's analysis and summary of the ideas discussed at  
the In Union, Strength Ideation Summit.*

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# Huston-Tillotson Ideation Summit 2023

## *A Report from SREB*

### Executive Summary

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On Feb. 21, 2023, faculty, staff, [students](#) and community stakeholders gathered to ideate and envision its future as Austin's oldest institution of higher learning and only historically Black university. Huston-Tillotson hosted the In Union, Strength: The Huston-Tillotson Ideation Summit on its Austin campus.

The summit aimed to share information about Huston-Tillotson, deepen relationships, hear from business and industry leaders on the skills and abilities needed for the workforce and discuss changes and resources needed to realize the vision.

The summit was opened by university president Melva Wallace, along with Board of Trustee's Chair Carol McDonald, policy strategist to the Mayor of Austin Max Lars and president and CEO of NI Eric Starkloff. Support for the event was provided by UNCF's Institute for Capacity Building, the Southern Regional Education Board and Six Square.

The summit consisted of two different session types that provided an opportunity to share both sector-specific knowledge through ideation and solutions and strategies from the top cross-sector ideas discovered at the summit.

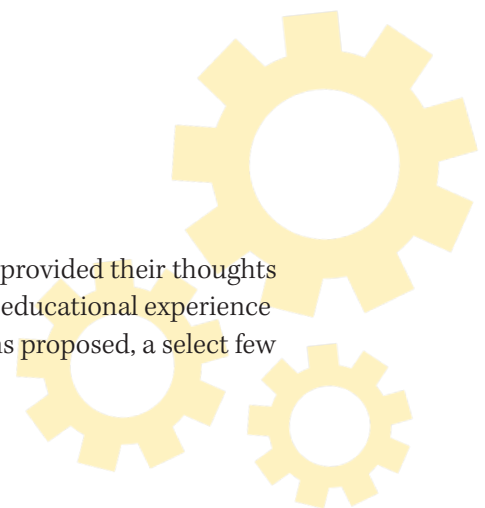
This report analyzes information collected during the Huston-Tillotson summit. The research team consisted of mostly SREB staff who took notes during sessions, and participants who recorded their ideas on Post-it Notes. SREB conducted a qualitative analysis of the information captured.

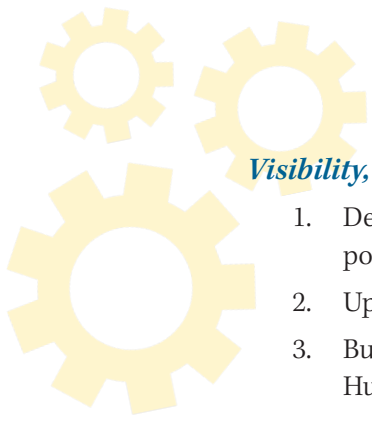
#### *Top Five Discussion Topics from the Data*

- Outreach and partnerships with larger community
- University brand management
- University-student relations
- Campus development and facilities management
- Building on the institutions' storied history

#### Participant Feedback

Summit attendees were highly engaged during the meeting and openly provided their thoughts and recommendations on a wide range of subjects that lead to a better educational experience for current and future students. Among the many recommended actions proposed, a select few emerged as the most frequently discussed.





### ***Visibility, Brand, Communication and Outreach***

1. Define and promote Huston-Tillotson University's brand identity and target student population.
2. Update communication and marketing efforts to increase student enrollment.
3. Build and foster relationships with external partners to enhance the visibility of Huston-Tillotson and obtain new resource connections.

### ***Facilities and Housing***

1. Prioritize immediate maintenance and improvement needs to campus facilities.
2. Explore creative solutions to address housing assistance for students and faculty.

### ***Academics and Student Success***

1. Create a deliberate plan to increase thriving educational partnerships with business and industry leaders that includes forming a new centralized resource office for facilitating communication and collaboration between industry and university leaders.
2. Offer additional courses and certificate programs to meet student interests and local or regional workforce demands.
3. Provide students with support such as internships, work preparedness training and financial literacy training to help them succeed.
4. Leverage business and industry partnerships (executive exchanges) to provide additional educational resources and instruction opportunities for Huston-Tillotson students.

Huston-Tillotson has an opportunity to reset their brand, their academic and support services to educate students and their families to be community oriented but globally competitive — an offering they cannot receive at every institution of higher education.

## **Suggested Next Steps**

Upon a review of the summit and its most prominent themes, Huston-Tillotson will be well served by focusing future efforts on the following three areas.

1. Huston-Tillotson should develop a strong identity and market this brand to the world.
2. Several improvements can be made to campus life including facilities and additional resources and support for students.
3. Huston-Tillotson should explore and pursue partnership opportunities to expand academic offerings, generate revenue and promote awareness of the university.

Huston-Tillotson should now work to build internal consensus around agreed-upon strategies to address the top priorities for improvement. A strategic and financial planning process should follow. The plans should include long- and short-term goals along with measurable outcomes and feedback loops that will help all partners gauge success over time and adjust course when needed.

# In Union, Strength

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## The Huston-Tillotson Ideation Summit

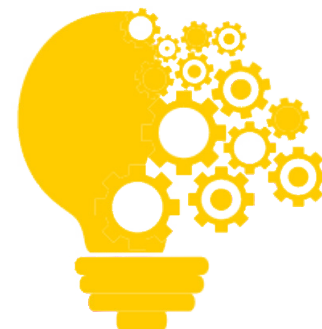
Huston-Tillotson University was [formed from the 1952 merger](#) of Tillotson College and Samuel Huston College. Following the merger, Huston-Tillotson College became the sole provider of higher education for African American people in central Texas until the landmark case of *Brown v. Board of Education* (1954), which launched the period of desegregation. In 2005, the institution advanced its mission further by meeting requirements to change their status to Huston-Tillotson University.

Huston-Tillotson serves around 1,000 [students](#) from various racial and ethnic backgrounds and employs 94 staff and faculty. Around 64% of students identify as African American, while 28% identify as Hispanic or Latino. The student body is approximately 60% female and 40% male. A little more than one-third of all Huston-Tillotson students are first-generation college students and 93% of students come from Texas. Huston-Tillotson offers 16 majors, six minors and two graduate degrees.

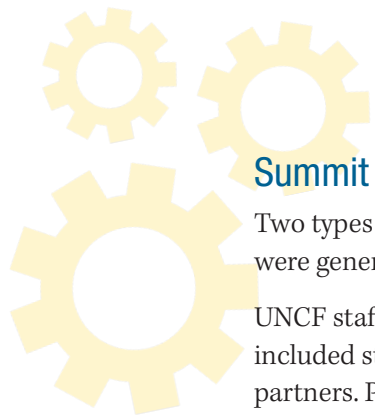
On Feb. 21, 2023, Huston-Tillotson University hosted In Union, Strength: The Huston-Tillotson Ideation Summit on its Austin, Texas, campus. Anyone invested in the growth, innovation and vitality of Huston-Tillotson was invited to gather to ideate and envision the future of Austin's oldest institution of higher learning and only historically Black college and university. Over 100 stakeholders and supporters attended.

The purpose of this day-long event was for internal and external community stakeholders to foster and build on partnerships, find ways to advance the institution, identify opportunities and overcome current challenges. The summit was hosted by President Melva Williams and the Board of Trustees, and supported by UNCF, Six Square and the Southern Regional Education Board. This report summarizes the feedback gathered during this summit.

A key goal of the summit was to develop external partnerships for the university. Such partnerships can be extremely powerful when they provide with additional resources and expertise, according a 2018 American Association of State Colleges and Universities report. A report by the Samuel DeWitt Proctor Institute for Leadership, Equity, and Justice describes how several HBCUs have found success from partnering with companies and other institutions. Huston-Tillotson can leverage the power of partnerships to further its mission and overcome challenges.



Event information and agenda:  
[htu.edu/ideation-summit](https://htu.edu/ideation-summit)



## Summit Session Types

Two types of discussion sessions occurred at the summit. In addition to breakout sessions, there were general sessions where attendees could share their discussions with other groups.

UNCF staff typically facilitated breakout sessions while SREB staff acted as researchers. Attendees included staff, faculty and students from Huston-Tillotson along with industry and community partners. People were allowed to select which sessions they attended, so the industry sector designations were not always indicative of the planned makeup of the session's attendees.

### *Envision: Ignite*

#### *(Morning Breakout Sessions)*

In eight Envision: Ignite session rooms, participants brainstormed, described and defined a desirable future for Huston-Tillotson, with special regard for enhancing external relationships. The Ignite session was divided by eight business sectors:

- STEM- science, technology, engineering and mathematics
- Social Science, Arts, Communications, Media
- Health care
- Nonprofit, faith-based, philanthropy, DEI
- Planning, construction, architecture
- Financial
- Public sector, government
- Education

To encourage participation during the Ignite sessions, facilitators asked participants to focus on the quantity of ideas over quality, build on the ideas of others, stay focused on the topic, and encourage diversity of thought. As ideas developed, participants wrote down their suggestions on Post-it Notes. During this session, the eight rooms considered the same 11 questions provided by Huston-Tillotson, which were purposefully open-ended to encourage the conversation.

1. **Enrollment:** How might HT attract, recruit and enroll more students from Austin and beyond?
2. **Facilities:** How might HT improve and expand physical infrastructure and improve its footprint?
3. **Student Residences:** How might HT provide quality, inspiring, and accessible living spaces for students?
4. **Revenue:** How might HT diversify its revenue streams to reduce its dependence on tuition alone?
5. **Endowments:** How might HT grow the endowment and diversify the makeup and management of assets?
6. **Visibility:** How might HT amplify the spirit, effectiveness value, and possibilities of the institution?
7. **Future of Work:** How might HT ensure students, faculty and staff are prepared for a 21st-century economy?

8. **Academic Programs:** How might HT enhance its academic programs to ensure student success in career and life?
9. **Student Success:** How might HT support and improve student retention and graduation?
10. **Student Engagement:** How might HT provide holistic support, opportunities and encouragement to all students?
11. **Globalization:** How might HT compete in an increasingly global and competitive world?

As participants wrote down ideas on Post-it Notes, they were asked to place these ideas on corresponding posterboards for these questions.

### *Transform: Illuminate (Afternoon Breakout Sessions)*

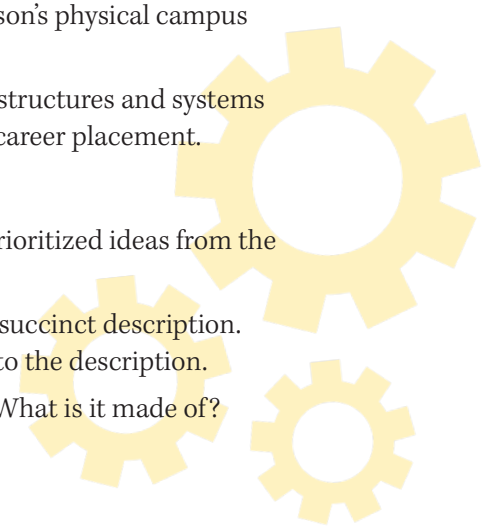
This 90-minute session brought cross-sector groups together across seven rooms to develop and refine ideas and concepts prioritized from the morning Envision: Ignite sessions. Transform: Illuminate sessions also sought to identify potential challenges, recommend resources and partners, gain alignment and build momentum.

The seven Transform: Illuminate session rooms were divided by topic:

- Develop a comprehensive approach to student support: Enhance Huston-Tillotson capabilities to support students' wellbeing, connection to resources and successes.
- Create a strategic plan to increase student enrollment: Pursue opportunities with historic HBCU enrollment channels, new student groups, new learning modalities (such as online courses) and K-12 partnerships.
- Prioritize affordable housing: Develop a strategic plan and creative concepts to increase affordable housing for students, faculty and staff.
- Expand and enhance academic offerings: Shape program offerings and curricula to support skill development, credentials and certifications to ensure preparation for 21st century careers.
- Establish renewed awareness of Huston-Tillotson: Leverage partnerships to advance an unapologetic value proposition that expands understanding of Huston-Tillotson to local stakeholders, embracing Huston-Tillotson's HBCU roots and capacity to shape Austin's future.
- Develop strategies for community impact: Activate Huston-Tillotson's physical campus as a hub for community engagement, resources and impact.
- Empower HT students to embrace the jobs of the future: Expand structures and systems that enable internships, research opportunities, externships and career placement.

Attendees were given the following instructions from Huston-Tillotson:

1. **Idea:** Capture from the morning session. This was one of the prioritized ideas from the Ignite Sessions.
2. **Description:** HT staff and support team capture the idea as a succinct description. Through discussion, participants can suggest changes or edits to the description.
3. **Definition:** Ask participants how they would define the idea. What is it made of? Who does it serve? How is it accomplished?





4. **Vision, Goals, Objectives:** What is the purpose of the idea? When successfully executed what does it do to change or impact outcomes? Why is the idea important?
5. **Scope:** Who does the idea serve? Who needs to be involved? How long would it take? What will have to change?
6. **Background Information:** What do we know? What do we need to know? What questions do we have? What would we like to know?
7. **Success Criteria:** How do we know we are successful? How would we measure our success? What trade-offs would we make?
8. **Project Plan:** What do we want to accomplish? How long does the work take? What interdependencies need to be considered?
9. **Budget:** How much does the idea cost? What are the costs drivers?
10. **Resource Requirements:** What capabilities, tools and personnel are needed to accomplish the goal?
11. **Potential Partners and Supporters:** Who are the major players in space? How can we build relationships? What relationships do we have? What relationships do we need?

## Methods

This technical assistance report analyzes data collected during the Huston-Tillotson summit in February 2023. The research team consisted mostly of SREB staff, who took notes during several sessions. Two Ignite sessions and one Envision session were staffed by notetakers from Six Square or Huston-Tillotson staff. The summary transcripts collected by note-takers and a summary of the Post-it Notes from participant responses were imported into Dedoose software for analysis. The data was categorized into themes and big ideas, and a coding scheme was developed to facilitate the categorization process. The analysis involved identifying patterns, themes and insights from the transcripts and Post-it Notes.

SREB synthesized the themes to develop a comprehensive picture of the main topics and issues discussed during the summit for this report. Attendees were also asked to take a short, anonymous survey reflecting on the summit and Huston-Tillotson's priorities. SREB analyzed the results of the survey. SREB conducted an external literature review on HBCUs in 2022 and used these external resources as reference to the challenges discussed.

The findings in this report have implications for the design, delivery and practicality of implementation of solution ideas presented.

## Overview of Session Discussions

Throughout the morning and afternoon sessions, attendees discussed many issues and provided a wide array of suggestions. This report groups the issues and suggestions that were the focus on the afternoon sessions into six groups — academics, housing, awareness, student enrollment, student support and community impact.

### *Academic Offerings and Student Skill Development*

Participating industry partners expressed a desire to see Huston-Tillotson offer more degree programs or majors that more closely align with industry needs. Subject areas included data science,



finance and STEM fields. In one example, a participant stated that Huston-Tillotson does not currently have an economics professor, which hinders its ability to effectively teach this discipline.

Several others asked that the university develop new concentrations or certification programs. Participants noted that certification programs are a revenue-generating opportunity. Other suggestions included additional preparation for licensure exams and greater development of soft skills. A participant also suggested that students learn personal finance, which businesses would like to see in their potential hires.

Suggested ways to achieve these expanded offerings include having industry experts provide full and adjunct professors with instructional supports in academic areas aligned with industry needs. Businesses could help the university provide work-based learning such as internship programs. Potential internship partners with the city of Austin, Google and Valkyrie were also discussed.

### *Housing*

With the cost of living rising in Austin, participants discussed how to support students, faculty and staff who want to be a part of the Huston-Tillotson community. The university lacks sufficient on-campus housing. Most staff and faculty live 30 to 45 minutes from campus, and students who live off campus commute to campus. On-campus housing prioritizes first-year students, international students, athletes and scholars. One faculty member shared that the university has a shortage of around 150 beds for on-campus housing. While there were differing opinions on how to deal with the lack of affordable housing, participants encouraged building new housing facilities on campus or developing some of Huston-Tillotson's unused land. The city of Austin has been discussing affordable student housing with University of Texas at Austin, and there is a need for Huston-Tillotson leaders to be included in the conversation. Another discussion suggested creative housing assistance or even temporary housing for new faculty as a recruitment incentive.

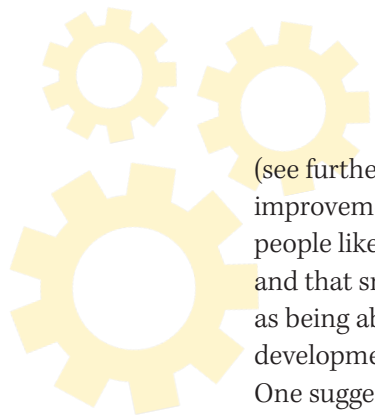
### *Huston-Tillotson Awareness*

Many meeting participants felt that Huston-Tillotson lacks visibility in its home area of Austin and beyond and that improving the school's brand recognition is important. Attendees said they believe Huston-Tillotson should take pride in its HBCU heritage and lean on this identity in promotion. One attendee lamented that it is not widely known that Jackie Robinson served as Samuel Huston College's athletic director.

Several ideas to better market the university were suggested. These included hosting events and leveraging social media to raise awareness of the university. Others stated that sporting events could be better promoted to students and the community. Some students are unaware of where Huston-Tillotson's basketball games are played, for instance. Improved outreach to the local community, such as involvement with local churches, was also stressed. Finally, attendees spoke of the need to better engage with alumni to promote the university and grow the endowment.

### *Student Enrollment*

There was much discussion about the university developing a target student profile instead of simply accepting whatever students it can get. Given Huston-Tillotson's current student demographics, there is some uncertainty about how to balance its historic foundation as an HBCU with its current student population, which is nearly one-third Hispanic and/or Latino descent. There was conversation about the value of achieving Hispanic-Serving Institution status



(see further context in Considerations). Other ideas to improve enrollment include website improvements, increased community outreach, providing support to students and targeting people like commuters. Attendees pointed out that college can be an intimidating experience and that smaller institutions can offer an appealing alternative. Likewise, HBCUs are often seen as being able to offer students things that go beyond academics such as a focus on character development. Some other ideas regarding student enrollment focused on academic offerings. One suggestion was to offer more certificate programs, as not all prospective students are looking to complete a traditional degree.

### ***Community Impact***

When discussing the community, summit attendees felt that overall, the community will give as much as it receives. Participants mentioned that Huston-Tillotson needs to be a better partner with the community and communicate more effectively so that the community can be involved. An attendee commented that Huston-Tillotson should act as a historical leader in Austin and share its story with the city. There was also a lot of discussion surrounding Huston-Tillotson's physical campus and creating a more open and inviting space for both students and community partners. This included conversation about building a new multi-functional mixed-use facility that would allow for events to be held on campus with both partners and the community either sponsoring or renting space.

### ***Student Support***

Several ideas emerged to better support the students of Huston-Tillotson. Reducing staff turnover would improve the academic and social support systems for students. Maintaining or building better infrastructure would also help students. One example of this would be to provide more childcare options. Students also expressed a desire for more mental health resources and life development courses or workshops.

Student success is highly dependent on wraparound support services, student success coaching, academic planning and tutoring, financial guidance for college and living costs, connections that lead to internships and positions in students' fields of interest.

(See SREB's report [\*Priorities for Raising Student Success in the South\*](#) for suggested actions for colleges and universities, as well as for legislators and statewide postsecondary systems.)

### ***Ambitious Ideas***

Summit attendees were encouraged to be bold in their ideation. Participants were prompted to “share your bold ideas to overcome the university's challenges and know that no idea is too big, too small or too crazy. Below is a list of the most ambitious ideas proposed during the summit. These ideas can serve as a basis for the innovation that the institution will work to implement over the next several years:

1. Develop strategic partnerships with external businesses within the city of Austin, which will expand academic program offerings, increase internship opportunities, and enhance curricular. Potential partnership includes those expressed by Ellucian, Valkyrie, and Google
2. Create executive exchanges and have classes away from campus through corporate partnerships

3. Offer additional degree programs for in-demand fields, especially those related to data science
4. Enhance existing study abroad programs
5. Establish a satellite campus to extend Huston-Tillotson's reach beyond Texas
6. Construct a mixed-use student housing with retail on the ground floor and below-ground parking
7. Build housing near campus for new faculty to rent temporarily
8. Construct a parking deck on campus
9. Add a mural to approve the curb appeal of the campus's exterior fencing
10. Create and anchor a city district focused on historic preservation and highlighting African American arts, entertainment and culture
11. Create space on campus for social media influencers to collaborate
12. Restart publication of student newspaper
13. Develop partnership with CapMetro bus line to provide transportation to students
14. Host musical events and e-sports competitions

## Survey Results

SREB analyzed the results of the summit reflection survey of attendees. Huston-Tillotson faculty made up 85% of the 41 survey respondents, industry partners 12% and students 2% of respondents. Overall, respondents believed the summit was a success and seemed excited to see what next steps the university would take. When asked to reflect on the most interesting ideas of their sessions, respondents often mentioned increasing partnerships with industries to improve student success, building new structures or improving existing facilities on campus, and growing the resources provided to students. The most common choices for Huston-Tillotson's top priorities going forward were revenue, facilities and visibility.

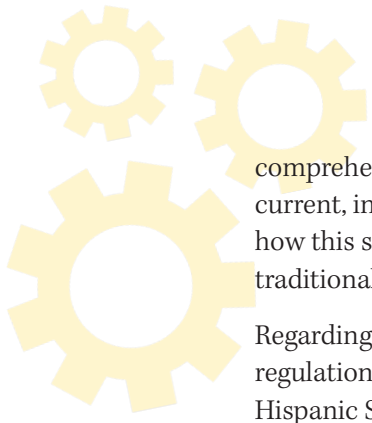
## Considerations

The Ideation summit sessions were open and honest about the issues facing Huston-Tillotson University. Participants produced many themes and considerations for how to address them. Taken together, three suggestions best encapsulate the spirit of what the attendees expressed they want to see Huston-Tillotson strive for in the future.

### ***Define the Huston-Tillotson Brand and Sell it Proudly***

Institutions of higher education often fail to recognize the importance of building their brand. This does not mean simply updating logos, but deliberately building a story that the institution can tell about itself. When looking to craft its story and brand, Huston-Tillotson should first examine one of its greatest assets — its heritage.

Huston-Tillotson University has a distinguished history both as an HBCU and as one of the oldest institutions in the Austin area. This history should remain a core element of Houston Tillotson's promotion efforts. For various reasons, HBCU's appear to be enjoying a renewal of interest, as reported by NPR and other reputable sources. This presents an opportunity for Huston-Tillotson to develop its niche as an institution that can provide not only a valuable education but also



comprehensive character development in a smaller, more accessible setting. Huston-Tillotson's current, increasing diverse enrollment demo-graphics may complicate the precise nuance with how this story is expressed, but a core message of offering opportunity to students from traditionally underserved populations should be of interest to many different audiences.

Regarding Hispanic Serving Institution designation for the purposes of funding resources, regulations may prevent Huston-Tillotson from achieving designation as both an HBCU and a Hispanic Serving Institution by the U.S. Department of Education, but they can be recognized by the Hispanic Association of Colleges and Universities. Regardless of how this question is resolved, Huston-Tillotson should recognize the powerful opportunity it has as an HBCU in this current environment of renewed interest for the sector.

Building and promoting a strong brand could aid recruitment efforts and improve current students' attachment to the university. This could lead to higher persistence rates and financial support from alumni who feel connected to the institution.

As mentioned in the sessions, the university would be well served to review its website and digital footprint for improvements. Increasing community outreach and industry partnerships would also provide Huston-Tillotson new routes to reach prospective students and provide better networks for students.

⇒ ***Institutional Strategy:*** To accomplish this, SREB suggests Huston-Tillotson should assemble a university-wide taskforce on increasing its profile to connect external partners to what the university has to offer and encourage mutually beneficial partnerships. This process would involve engaging both internal and external constituents research and gathering data to steer the institution in the right direction to market the university to multiple constituents, including students, faculty, prospective staff, funders and more.

### ***Improve the Campus Experience***

On numerous occasions, attendees expressed their desire to see improvements to Huston Tillotson's campus. Some suggestions are undoubtedly beyond what funding realities would allow, while others, such as affordable housing, may be beyond the institution's ability to fully control, given Austin's housing issues. Yet any upgrades or expansion of housing that Huston-Tillotson can accomplish would be beneficial. Many attendees said that Huston-Tillotson feels closed off and uninviting to the outside community. Various improvements ranging from the construction of new event spaces or mixed-use buildings to smaller projects like updating the entrances and perimeter of the university could better connect Huston-Tillotson with the surrounding area.

Huston-Tillotson should also examine any owned but unused land and see if it can be put to use. A 2020 *Inside Higher Ed* article, *Unlocking the Value of College Real Estate*, outlined options and guidance for how to manage university real estate portfolios. One suggestion is that universities should catalog their institutions' real estate assets and then evaluate which course of action would generate the most revenue from a property and fit other needs of the university. If Huston-Tillotson wishes to retain control of its land rather than selling, there are multiple forms of leases available that could provide income streams to the university.

Beyond facility improvements, there are many other ways that Huston-Tillotson could improve campus life. Many students feel that their peers are not engaged with the university. Improving student engagement would help students have a more positive experience during their time at Huston-Tillotson and could make them more likely to promote and support the university as alumni.

According to *Alumni Satisfaction With their Undergraduate Academic Experience and the Impact on Alumni Giving and Participation*, alumni who participated in at least one formal student activity during their undergraduate years were 87% more likely to give as alumni. The same students were also one and a half times more likely to participate in some manner with their alma mater.

Other ways that Huston-Tillotson could improve experience for students is to provide more resources for students for personal finance and mental health or better promote existing services in these areas.

⇒ ***Institutional Strategy:*** Often, colleges and universities do not consider the connectivity between strategic external partnerships and the experience students have as they pursue their degrees. Huston-Tillotson should consider improving the student experience through leadership opportunities, community engagement, academic achievement and professional development.

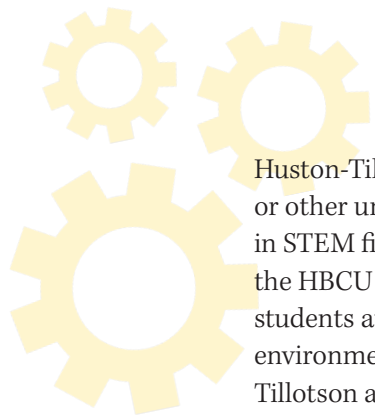
SREB suggests creating a Center for Student Engagement to further prepare students in each of these areas if this does not already exist on the campus. Summit participants emphasized providing internship opportunities in high-demand career fields in Austin. A center could serve as a hub for these services.

To build engagement with the community, Austin should see Huston-Tillotson students providing services in the city, especially to nonprofit organizations. The University could consider requiring students to complete community service hours as a part of their student experience, which would also supply students with professional skills to build a strong resume. Stronger connectivity in academic and career advising and coaching will further prepare students for internship and community service experience.

### ***Building Strategic Partnerships***

Like every institution of higher education, Huston-Tillotson does not exist in a vacuum. There are many possible partners in Austin and beyond who could prove to be valuable to Huston-Tillotson. By nurturing partnerships with business and other groups, Huston-Tillotson could obtain alternative sources of revenue while also growing its reputation. The university could get current feedback from these partners about academic offerings. Additionally, a closer alignment with industry could improve the career prospects of Huston-Tillotson graduates. This could create a virtuous cycle where successful graduates display the value of a Huston-Tillotson degree, raising the institution's profile and attracting more students and investments.

Partnering with other institutions of higher education to broaden the scope of academic offerings can give Huston-Tillotson a competitive edge. Tamara Zellars Buck and Pam Perry write in *Sharpening a Competitive Edge: How HBCUs Leverage their Strengths with Strategic Partnerships*, "HBCUs and PWIs have formed several academic collaborations in the science and engineering field. The premise is for research institutions to work with minority serving schools, so that both could benefit from each other's strengths and weaknesses."



Huston-Tillotson could seek to partner with institutions like the University of Texas at Austin or other universities across the nation to offer students expanded degree offerings, especially in STEM fields. These partnerships can also offer students at predominantly white institutions the HBCU experience in a cultural exchange. This could be particularly important for Black students at predominately white institutions who seek the unique, supportive and understanding environment of the HBCU experience. These exchanges could benefit the students of Huston-Tillotson and partner institutions and allow Huston-Tillotson to market itself in a personal way. Students who experience the HBCU may become transfers to Huston-Tillotson or advocates to market Huston-Tillotson to others.

Strategic community partnerships are also essential to center Huston-Tillotson as part of the community. For instance, a partnership between Jackson State University and the city of Jackson yielded benefits for both the university and the community, according to *A Participatory Planning Approach to Enhancing a Historically Black University–Community Partnership: The Case of the e-City Initiative*. The university was able to secure grants from the partnership, and the community reaped improvements in infrastructure. The article states that HBCUs are a part of a “social mission” to help solve issues within its surrounding community. Huston-Tillotson could seek out strategic partnerships with Austin and the local neighborhood, encouraging faculty, staff and students to get involved in local community boards, neighborhood groups and city planning.

⇒ ***Institutional Strategy:*** SREB suggests that Huston-Tillotson further its commitment to service as a university to the greater Austin community, the state and the nation. Often, colleges and universities find solutions to complex social solutions within the communities where they are located. This means working to strengthen and enhance the research capacity of the institution, especially related to the social sciences, which will allow the institution to remain committed to its position as a liberal arts institution.

Given Huston-Tillotson’s history and position as an HBCU, the institution has the proclivity to serve as an incubator for research-driven solutions to societal issues in Austin. Positioning the university in this way provides an opportunity to engage with a wide range of constituents from the philanthropic, nonprofit and religious communities. To achieve this, the University should create an internal plan that identifies the expertise and applied research interest of its faculty and ways to connect those interests to the needs of the community. This could result in greater opportunity for partnership with the community and support faculty in their professional pursuits of research, scholarship and service.

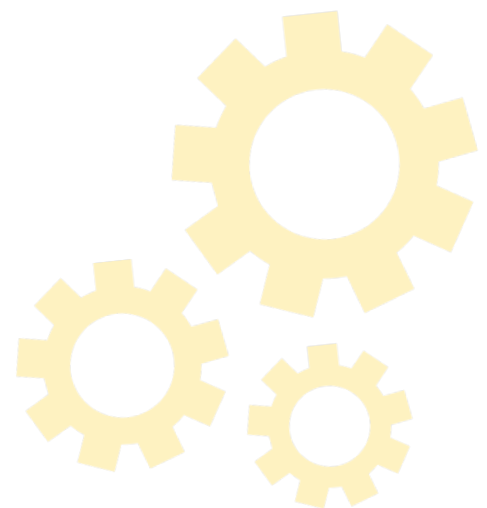
# Three Connected Ideas

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## Conclusion and Next Steps

These three ideas — an improved campus experience, a stronger brand and strategic partnerships — are tightly linked with one another, so successful implementation of one could spur advancement of the others. If Huston-Tillotson University can forge a strong and marketable identity, it will have a more compelling story to tell potential partners, which will drive partnerships true to the spirit of the institution. The partnerships could then provide the university with resources needed to make campus improvements that make the university more visible and appealing to the community, further increasing the ability of Huston-Tillotson to market itself.

The next steps for Huston-Tillotson University should be to continue to build a consensus around a more concrete strategic and financing plan for improvement. This plan would ideally lay out the top specific priorities or goals in both the long and short term. The plan should also include measurable outcomes and feedback loops that will help all partners gauge success over time and adjust course when needed. Armed with a detailed plan and stakeholder buy-in, Huston-Tillotson leaders and faculty can take the ideas generated at this conference and turn them into a reality.





## Resources

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# Appendices

## Appendix A — Summit Attendees by Session

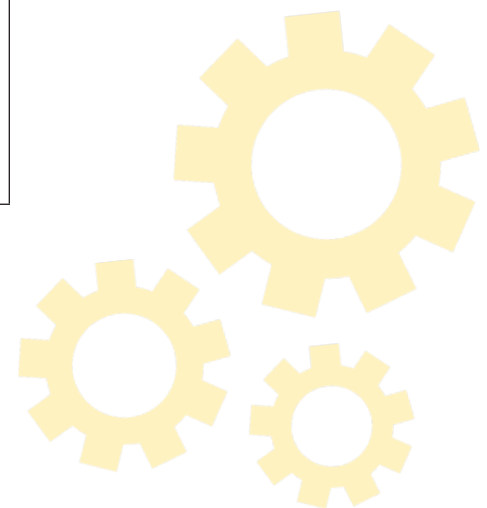
Note: Some sessions did not record or share an attendance record with SREB. Some names may be misspelled due to illegible handwriting.

### Ignite (Morning) Sessions

Planning, Construction, Architecture Ignite	Non-Profit, Faith-based, Philanthropy Ignite	STEM Ignite	Government, Public Sector Ignite	Financial Ignite
Tisha Christopher Gerald Poe, III Jordan Phillips Greg Lovinggood Farrar Heather Huang Leslie York Ja'Taria White Anne Haynes Gerald Poe, Jr. Quinika Qualls Wayne Knox Melva Wallace	Dava Harmon Neil Blumte Nakia Edmond Earina Jackson Kazique Prince Courtney Robinson Pam Benson Owen Charity Wallace Emily Johnson Daphne McDole Beverly Downing Perri Travillion Chas Moore June Rivers Claudia Conner Donald Brewington Jennine Krueger	Jadeep Shay Malcom Haraway Pamela Reed Rosa Mino NV Ybarra Kohl Lassell Chandler Langham Chas Moore Liz Coufal Farzana Hussain David Houston, Jr. Arlyn Owens Angela Curry Aaron C. Smith Amanda Masinu Scott Rust Rudy Sengupta Virginia Pearson Archie Vanderpuye	Paul Anaejinou Justin Schneider Patricia Rossett Tommy Mouton David Colligan Carol McDonald Christa McCarthy Canary Gallion Robert Ceresa Kimberly Holiday Skye Jackson Mike Hirsch Ralph Simpson	Derrick Bonyuet Odell Willems Bridgett Weatherly Liz Mikel Charlene Rollins Dawn Cassanova Dominique Galan Jason Carter Theresa Alvarez Christopher Cutkelvin Robert Kellog Yohannis Job Brent Cox Karen Magid Melva Wallace

### Illuminate (Afternoon) Sessions

Affordable Housing Illuminate	Academic Offerings Illuminate	Community Impact Illuminate	Huston-Tillotson Awareness Illuminate
Aaron Williams Jonathan Gery Theresa Alvarez Dawn Cassanova Dominique Galan Yohannis Job Heather Huang Karen Magid	Brent Cox Liz Mikel Liz Coufal Archie Vanderpuye Melva Wallace	David Colligan Gerald Poe Jasmine Games Mary Lange K. Formby Linda Connor Rosalee Martin Tynisha Quarterman Alicia Perez Justin Schneider Paul Anaejinou Christopher Cutkelvin Charity Wallace	Linda Jackson Christina McCarthy Patricia Rossett Kimberly Allen Gara Harmon Greg Lovinggood Farrar Claudia Conner NV Ybarra Beverly Downing Earind Jackson

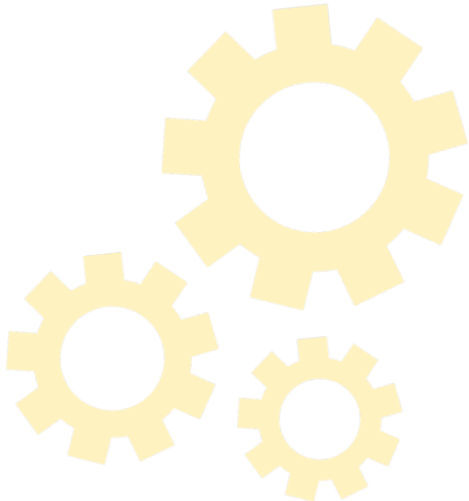




## Appendix B — Qualitative Data Code List

<b>Title</b>	<b>Description</b>
<b><i>Industry Sectors</i></b>	<b><i>Statements relating to one of the following industry sectors</i></b>
Arts Sector	Arts Sector
Construction/Real Estate	Construction and Real Estate Sector
Education	Education Sector
Faith-Based	Faith Based Sector
Financial	Financial Sector
Healthcare	Healthcare Sector
Media/Communications	Media and Communications Sector
Nonprofit	Non-profit sector
Philanthropy	Philanthropy sector
Public Sector	Public sector
Social Sciences	Social Sciences Sector
STEM	STEM sector
<b><i>Issues/Challenges</i></b>	<b><i>Challenges or problems facing Huston-Tillotson</i></b>
Academic Issues	Issues related to academic offerings or curricula.
DEI Issues	Issues related to diversity, equity or inclusion.
Facility Issues	Issues with Huston-Tillotson buildings or infrastructure. This can include classrooms, libraries, social spaces, campus aesthetics etc.
Funding Issues	Lack of or misuse of funds or other related issues.
Student Housing	Dorms, off campus housing, etc.
Other Affordable Housing Issues	Housing Issues for faculty or staff or general affordability issues.
Student Issues	Issues with or relating to students.
<b><i>Stakeholder Groups</i></b>	<b><i>Statements from or relating to the various stakeholder groups</i></b>
Alumni	Huston-Tillotson Alumni
Faculty	Huston-Tillotson Academic Faculty
Industry Partners	Business and Industry Partners
Other Partners	Community or other partners
Staff	Huston-Tillotson Administration and other non-faculty staff.
Students	Current Huston-Tillotson students
<b><i>Themes</i></b>	<b><i>Afternoon Discussion Themes</i></b>
Academic Offerings	New degrees, certificates, or other programs Huston-Tillotson could offer. Focus on preparation for 21st century careers.
Affordable Housing	Ways to get affordable housing for student, faculty and staff.
Awareness of HT	Growing awareness of Huston-Tillotson and developing its brand.
Community impact	Ways to impact the community in Austin and beyond.
Student Enrollment	Ways to increase student enrollment.
Staffing	Issues such as lack of staff, high turnover, burnout, etc.
Student Prep (Future Jobs)	Structures and systems that enable students to get internships, research opportunities, and career placements.
Student Supports	Ways to enhance Huston-Tillotson's ability to support student well-being and their connection to resources and success.

<b><i>Non-Grouped Codes</i></b>	
Academics	General statements relating to academics (not issues or complaints).
Austin	Statements about Austin or its needs.
Best Practices/Successes	Things that have yielded positive results at other places or in general.
Big Ideas	Statements that encapsulate the major theme or dominate idea of a discussion topic.
Brand Management	What is Huston-Tillotson's brand and how should it be promoted?
Campus Development	Ways to make Huston-Tillotson campus better, does not just include physical buildings but anything that improves the campus environment.
Career Readiness/Workforce Preparation	Statements related to preparing students for the workforce or training programs.
Community Support	Statements relating to current or future community support for Huston-Tillotson.
Endowment	Statements related to the endowment or growing the endowment.
Facilities	General statements relating to Huston-Tillotson facilities (not issues or complaints).
Finances	General statements relating to Huston-Tillotson finances (not issues or complaints).
Goals/Topics for Discussion for Next Meeting or Conference	Anything that needs to be addressed in future conferences.
HBCU Foundation/History	Relating to acknowledging or honoring Huston-Tillotson history and status as an HBCU.
Ideation/Innovation	New or exciting ideas that emerged during discussions.
Outreach/Partnerships	Promoting Huston-Tillotson to the community and others.
Skill Development	Other skills beyond workforce prep, for example., academic skills, general success skills, etc.
Student Profile	What type of student is Huston-Tillotson seeking? How should this student profile be developed.
Useful Quotes	Quotes that would be good to include in the report.



## Appendix C: Code Application by Session

Code	Session	Summarized Big Ideas	Student Support Illuminate	Student Enrollment Illuminate	STEM Ignite	Opening Session 2	Opening Session	HT Awareness Illuminate	Housing Illuminate	Healthcare Ignite.docx	Gov, Public Sector Ignite	Finance Ignite	Faith, Non-Profit Ignite	Education Ignite	Communications Ignite	Community Impact Illuminate	Closing Session	Architecture Planning Construction Ignite	Academic Offerings Illuminate	Total Code Usage
Academics		3	10	0	2	3	3	0	0	1	5	2	3	1	0	0	0	0	8	41
Afternoon Themes/Solutions		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Academic Offerings		1	1	1	7	1	1	0	0	1	3	5	0	1	0	0	0	0	21	43
Affordable Housing		0	0	0	0	0	0	0	2	0	2	1	1	0	0	0	0	1	0	7
Awareness of HT		0	3	0	1	2	0	6	0	0	2	2	3	3	7	10	1	1	0	41
Community impact		0	2	0	0	1	0	1	0	0	5	2	1	0	6	11	0	0	1	30
Student Enrollment		0	4	3	0	1	0	12	0	0	2	4	2	0	3	2	0	0	1	34
Student Prep (Future Jobs)		0	2	0	6	0	1	1	0	0	7	7	2	2	1	1	0	0	2	32
Student Supports		0	8	0	1	2	0	0	0	0	3	6	0	1	6	2	0	0	2	31
Austin		1	0	0	0	1	1	1	0	0	6	1	4	0	2	3	0	8	5	33
Best Practices/Successes		1	3	2	2	1	0	0	0	0	2	0	0	0	0	0	1	0	3	15
Big Ideas		1	1	0	2	2	1	3	5	1	1	3	2	0	4	0	3	3	7	39
Brand Management		3	14	2	0	0	2	4	0	0	6	2	9	3	10	15	1	7	4	82
Campus Development		0	15	2	1	0	1	1	4	0	3	5	1	1	4	4	1	31	0	74
Career Readiness/Workforce Preparation		4	6	0	0	2	2	0	0	0	5	4	4	1	1	2	0	0	14	45
Community Support		0	11	0	0	1	1	2	4	0	8	0	9	0	9	7	1	9	2	64
Endowment		0	2	0	1	0	0	0	0	0	1	1	1	1	1	0	0	0	1	9
Facilities		1	17	0	2	0	1	0	1	0	3	3	2	3	9	4	1	9	2	58
Finances		0	12	0	3	0	2	0	0	0	6	5	9	2	2	4	1	2	5	53
Meeting of Conference		0	1	0	0	0	1	0	0	0	0	0	0	0	3	4	1	0	5	15
HBCU Foundation/History		1	4	0	0	1	0	10	0	0	2	4	5	0	17	4	1	14	1	64
Ideation/Innovation		0	0	0	1	4	0	0	1	0	2	4	0	0	5	1	1	2	2	23
Industry Sectors		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Arts		0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
Construction/Real Estate		0	1	0	1	0	0	0	3	0	0	0	0	0	0	0	0	10	0	15
Education		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Faith-Based		0	1	0	0	0	0	0	0	0	0	0	2	0	4	1	0	0	0	8
Financial		0	0	0	0	0	0	0	0	0	0	4	0	0	0	0	0	0	0	4
Healthcare		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Media/Communications		0	0	0	0	2	0	0	0	0	0	0	0	0	9	0	0	0	0	11

Code	Session	Summarized Big Ideas	Student Support Illuminate	Student Enrollment Illuminate	STEM Ignite	Opening Session 2	Opening Session	HT Awareness Illuminate	Housing Illuminate	Healthcare Ignite.docx	Gov, Public Sector Ignite	Finance Ignite	Faith, Non-Profit Ignite	Education Ignite	Communications Ignite	Community Impact Illuminate	Closing Session	Architecture Planning Construction Ignite	Academic Offerings Illuminate	Total Code Usage
Nonprofit		0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1
Philanthropy		1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	4
Public Sector		0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	2
STEM		1	0	0	4	2	0	0	0	0	0	0	0	0	0	0	0	0	0	7
Social Sciences		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Issues/Challenges		0	0	1	0	3	0	0	0	0	2	0	0	0	1	1	0	0	0	8
Academic Issues		0	0	0	4	0	0	0	0	0	2	3	0	0	0	0	0	1	1	11
DEI Issues		0	0	0	0	0	0	2	0	0	0	0	0	0	2	2	0	0	2	8
Facility Issues		0	4	0	0	0	0	0	0	0	4	3	0	0	10	3	0	0	1	25
Funding		0	3	0	5	0	1	2	0	0	5	4	0	0	1	3	1	0	2	27
Housing		0	5	0	0	0	0	0	5	0	3	0	1	0	0	0	0	3	0	17
Other Affordable Housing Issues		0	0	0	0	0	0	0	1	0	3	0	0	0	0	0	0	2	0	6
Student Housing		0	0	0	0	0	0	0	0	0	3	2	0	0	1	0	0	5	0	11
Lack of External Support		0	0	0	3	0	0	1	0	0	2	0	0	0	0	0	0	0	1	7
Student Issues		0	5	0	0	0	0	3	0	0	2	1	0	0	5	1	0	2	0	19
Outreach/Partnerships		4	15	1	4	1	2	4	1	0	13	8	11	1	12	15	2	14	21	129
Skill Development		1	3	0	1	1	3	0	0	1	4	2	1	0	2	0	0	0	6	25
Staffing		1	3	0	0	0	0	1	1	0	2	0	0	0	1	0	0	0	4	13
Stakeholder		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Alumni		0	2	0	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	5
Faculty		2	2	0	0	2	0	0	1	0	3	1	0	0	5	3	2	0	11	32
Partners		3	0	1	0	0	1	0	0	0	5	1	3	0	3	7	2	0	16	42
Industry		0	0	0	5	0	0	0	0	0	2	1	0	0	1	1	0	0	8	18
Other Partners		0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	2
Staff		2	0	0	0	1	0	2	0	0	4	0	0	0	2	2	3	0	3	19
Students		6	10	0	1	0	3	6	0	0	6	3	6	0	16	7	2	8	4	78
Student Profile		0	0	0	0	0	0	10	0	0	0	0	3	0	10	1	0	1	0	25
Useful Quotes		0	1	0	1	0	2	1	0	0	1	0	4	0	4	0	4	0	2	20
<b>Total Codes in Session</b>		<b>37</b>	<b>129</b>	<b>13</b>	<b>59</b>	<b>34</b>	<b>30</b>	<b>73</b>	<b>29</b>	<b>4</b>	<b>143</b>	<b>94</b>	<b>90</b>	<b>20</b>	<b>180</b>	<b>121</b>	<b>30</b>	<b>134</b>	<b>170</b>	





# SREB

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**SREB.org**

June 2023



The Southern Regional Education Board works with states to improve education at every level, from early childhood through doctoral education and the workforce. An interstate compact and a nonprofit, nonpartisan organization based in Atlanta, SREB was created in 1948 by Southern governors and legislatures to advance education and improve the social and economic life of the region. SREB states are Alabama, Arkansas, Delaware, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia and West Virginia.