



THE TUSKEGEE TRAJECTORY
TUSKEGEE UNIVERSITY
STRATEGIC PLAN
2015-2020

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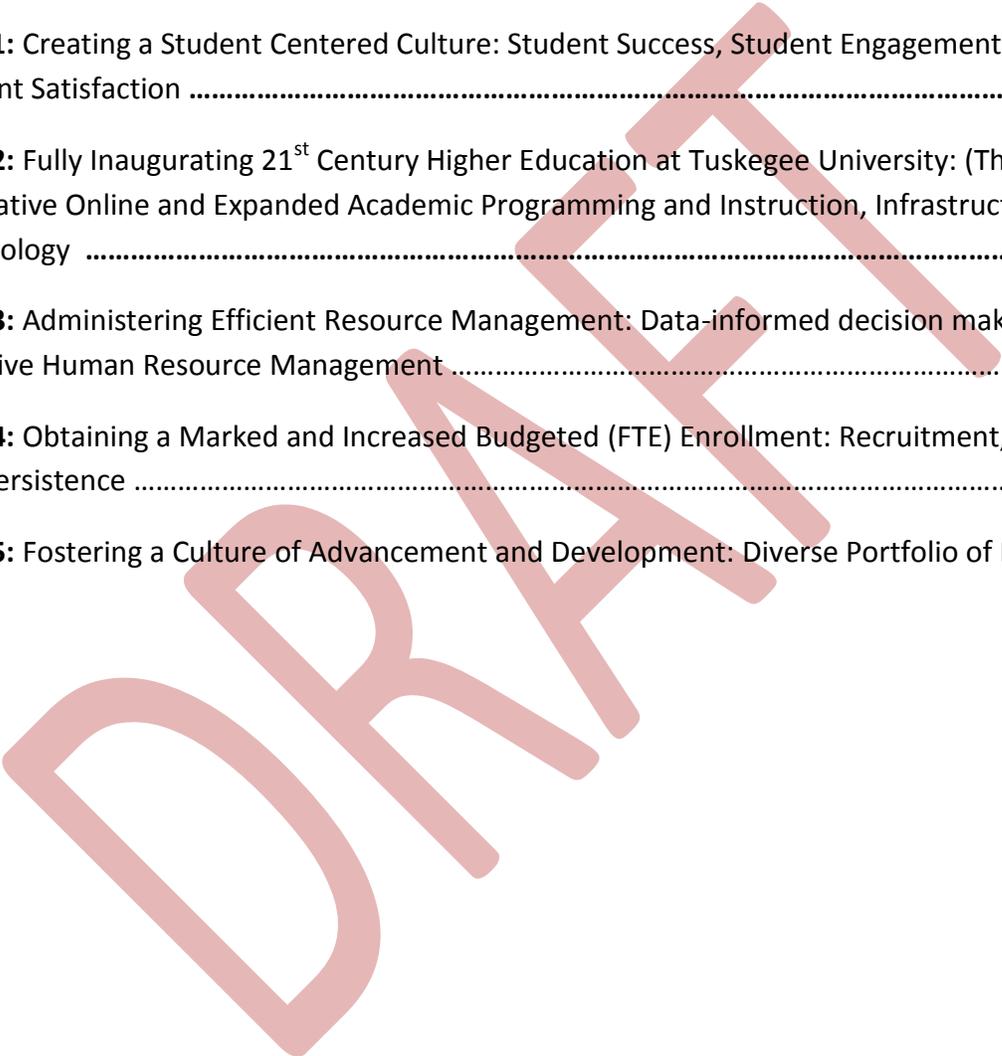
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MISSION

Tuskegee University is a national, independent, and state-related institution of higher learning located in the State of Alabama. The University has distinctive strengths in the sciences, architecture, business, engineering, health, and other professions, all structured on solid foundations in the liberal arts. In addition, the University's programs focus on nurturing the development of high-order intellectual and moral qualities among students and stress the connection between education and the highly trained leadership Americans need in general, especially for the work force of the 21st Century and beyond. The results we seek are students whose technical, scientific, and professional prowess has been not only rigorously honed, but also sensitively oriented in ways that produce public-spirited graduates who are both competent and morally committed to public service with integrity and excellence.

The University is rooted in a history of successfully educating African Americans to understand themselves and their society against the background of their total cultural heritage and the promise of their individual and collective future. The most important of the people we serve are our students. Our overall purpose is to nurture and challenge them to grow to their fullest potential. Serving their needs is the principal reason for our existence. A major outcome we seek is to prepare them to play effective professional and leadership roles in society and to become productive citizens in the national and world community. Tuskegee University continues to be dedicated to these broad aims.

Through these programs, students are encouraged not only to pursue careers but to be of service to society and to remain active lifetime learners. The University seeks to instill a robust thirst for knowledge and a vibrant quest for wholesome patterns of personal and social ethics that have philosophical and spiritual depth. In the process, it seeks to help each student develop an appreciation for the finer traits of human personality, the beauty of the earth and the universe, and a personal commitment to the improvement of the human condition.

VISION

Tuskegee University will become a leading Carnegie Classified Master's Large institution of first choice for students through data-informed, outcomes-oriented and knowledge-based 21st century higher education management.

CORE VALUES

Tuskegee University accomplishes its central purpose of developing leadership, knowledge and service through its undergraduate, graduate, professional, research and outreach programs. Consonant with our history, mission and vision, Tuskegee University affirms and is committed to these core values:

- Equality, Human Dignity and Service
- Student Success
- Excellence
- Global Awareness
- Innovation
- Integrity
- Faith

The goal of Tuskegee University is not only to develop students intellectually in their field or discipline, but to prepare them as citizens of global society ready to contribute to the solving of today's problems with a spirit of curiosity and creativity, teamwork, respect for others, excellence and an awareness of faith. The Tuskegee University student will be known as one that is: 1) competent- possessing disciplinary knowledge; 2) Credentialed- acquiring experiences, certifications and degrees that attest to their knowledge; and 3) Comprehensively Developed-ascertaining quality co-curricular experiences beyond the classroom.

TUSKEGEE UNIVERSITY'S STRATEGIC PLANNING PROCESS

The current cycle of strategic planning at Tuskegee began with the arrival of Tuskegee's seventh president, Brian L. Johnson, Ph.D., in June 2014. President Johnson initiated the strategic planning process in April of 2015 with the establishment of the Master Steering Strategic Planning Committee comprised of an array of faculty, staff and students from across the University. President Johnson initially engaged the committee with background information pertaining to strategic planning including accreditation requirements* while charging the chief of staff and special assistant to the president, the committee co-chairs, with directing the strategic planning process. The institution's last strategic plan that was formally approved by its board of trustees expired in 2011.

The process was facilitated with five subcommittee co-chairs parallel to the University's five strategic priorities as outlined in the University's Working Vision Document with all committee members serving on a singular subcommittee. Composed of faculty, staff and students, the five subcommittees were devoted to the following institutional priorities:

- Creating a Student Centered Culture: Student Success, Student Engagement and Parent-Student Satisfaction
- Fully Inaugurating 21st Century Higher Education at Tuskegee University: (Through) Innovative Online and Expanded Academic Programming and Instruction, Infrastructure and Technology
- Administering Efficient Resource Management: Data-informed decision making and Effective Human Resource Management
- Obtaining a Marked and Increased (BFTE) Enrollment: Recruitment, Retention and Persistence
- Fostering a Culture of Advancement and Development: Diverse Portfolio of Fundraising

The next step was for the subcommittees, led by the co-chairs, to host forums open to students, faculty/staff and the local community, to obtain input as to the strategies for addressing each of the five strategic priorities. The initial input from faculty and staff was obtained at the beginning of fall semester at the annual All-University Conference, required for faculty and staff, through breakout sessions in the morning and afternoon.

**SACSCOC Core Requirement 2.5 The institution engage in ongoing, integrated, and institution-wide research-based planning and evaluation processes that (1) incorporate a systematic review of institutional mission, goals and outcomes; (2) result in continuing improvement in institutional quality; and (3) demonstrate the institution is effectively accomplishing its mission. (Institutional effectiveness)*

TIMEFRAME	ACTIVITY
April-July 2015	Master Steering Strategic Planning Committee Meetings
August 14, 2015	All-University Conference Strategic Planning Focus Groups for Faculty/Staff
September 30, 2015	Strategic Planning Focus Groups for Students, Faculty/Staff, Local Community #1
October 1, 2015	Strategic Planning Focus Groups for Students, Faculty/Staff, Local Community #2
October 7, 2015	Strategic Planning Focus Groups for Students, Faculty/Staff, Local Community #3
October 8, 2015	Strategic Planning Focus Groups for Students, Faculty/Staff, Local Community #4
October 21, 2015	Strategic Planning Focus Groups for Students, Faculty/Staff, Local Community #5
October 22, 2015	Strategic Planning Focus Groups for Students, Faculty/Staff, Local Community #6
November 2015	Subcommittees Prepare Draft Submissions synthesizing major strategies into draft document
December 2015	Subcommittee reports reviewed and synthesized in to Strategic Plan draft document
January 4-7, 2016	Document Draft available via website (tuskegee.edu) for University and community review and feedback
January 2016	Strategic plan draft document submitted to board of trustees for review/approval

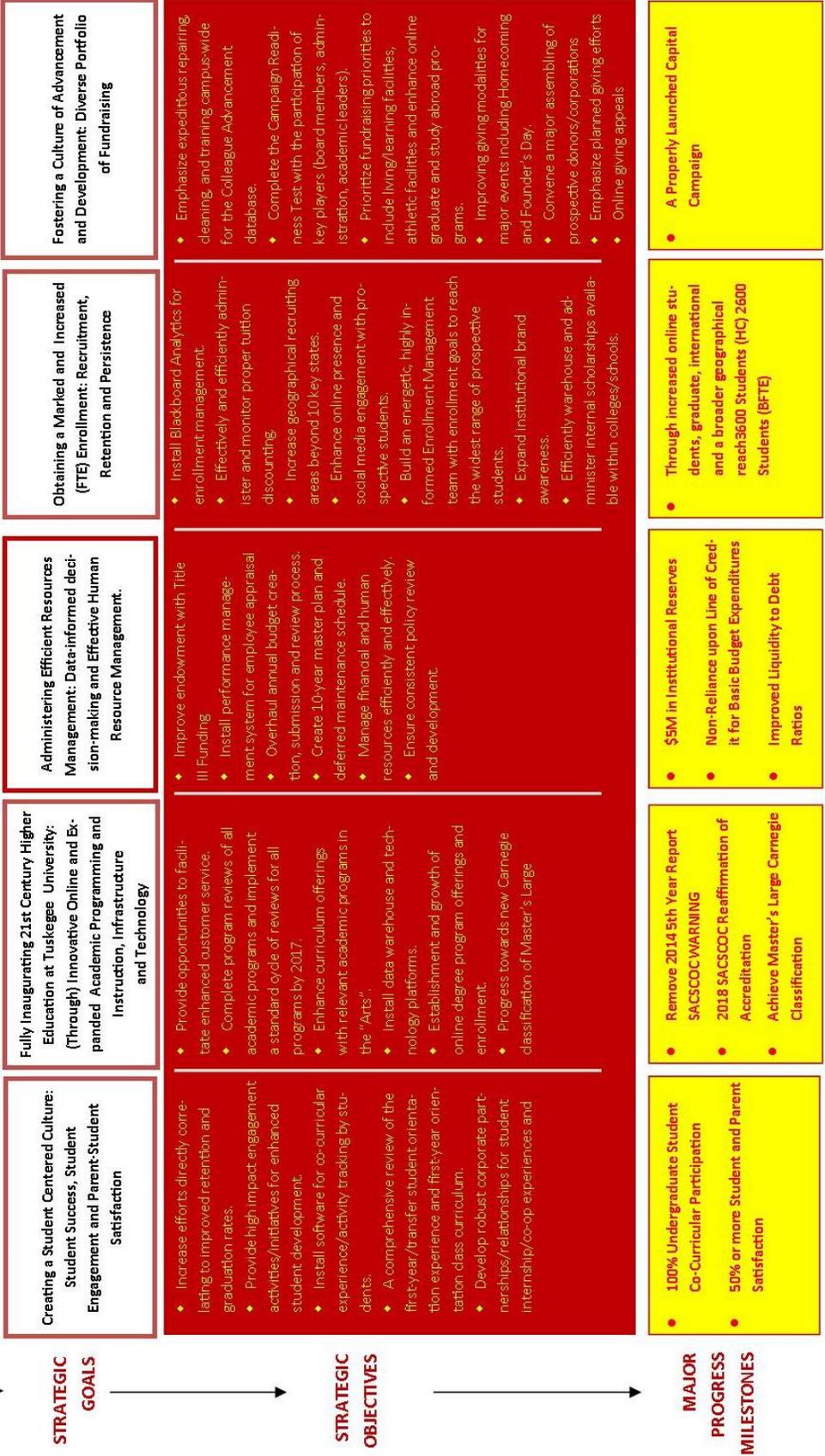


TUSKEGEE UNIVERSITY

5-Year (2015-2020) Strategic Plan Framework Summary

MISSION Tuskegee University is a national, independent, and state-related land-grant institution that accomplishes its central purpose of leadership, knowledge and service by providing higher education to students through its academic, research and outreach programs.

VISION Tuskegee University will become a leading Carnegie Classified Master's Large institution of first choice for students through data-informed, outcomes-oriented and knowledge-based 21st century higher education management.



GOAL 1:
CREATING A STUDENT-CENTERED CULTURE:
STUDENT SUCCESS, STUDENT ENGAGEMENT AND PARENT-STUDENT
SATISFACTION

While balancing the satisfaction of parents and students through the expectation of a competent, credentialed and comprehensively developed student, Tuskegee University must ensure the creation of a student-centered culture focused on student success through initiatives increasing retention, persistence and graduation rates, and along the way, must provide engagement initiatives for a competent, credentialed and comprehensively developed student to meet the needs of a global society.

STRATEGIES

- Increase efforts directly correlating to improved retention and graduation rates.
- Provide high impact engagement activities/initiatives for enhanced student development.
- Install software and technological upgrades for co-curricular experience/activity tracking and student customer service
- A comprehensive review of the first-year/transfer student orientation experience and first-year orientation class curriculum.
- Develop robust corporate partnerships/relationships for student internship/co-op experiences and job placements.
- Streamline on-campus processes for the registration periods and semesters through a one-stop experience.

A critical element of a thriving Tuskegee is the supporting of its primary constituents—the students. This support contributes to the retention of current students and the satisfaction of parents, while also attracting new students. This success will be fostered by: 1) reviewing the current orientation of incoming students ensure awareness of all students of university resources; 2) through a streamlined process for students enabling a one-stop student services location for registration, financial aid, bill payment and some advising; 3) periodic surveying of students and parents with survey software to gauge satisfaction; 4) exploration of a staff position dedicated solely to the coordination of activities related to student retention; and 5) consistent assessment of student services including advising and career services.

The comprehensively development of students occurs through not only curricular instruction, but is facilitated through co-curricular learning experiences which develop the student beyond the classroom and allow for faculty/staff interaction outside of the classroom. The tracking of these experiences through a co-curricular transcript further evidences their competency and credentialing to prospective employers and/or graduate schools. These co-curricular experiences

will be achieved through enhanced student programming, student engagement initiatives, interactive online student organization portal, enhanced student election processes, community service opportunities and increased on-campus activities.

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GOAL 2:
**FULLY INAUGURATING 21ST CENTURY HIGHER EDUCATION AT TUSKEGEE
UNIVERSITY: (THROUGH) INNOVATIVE ONLINE AND EXPANDED ACADEMIC
PROGRAMMING AND INSTRUCTION, INFRASTRUCTURE AND TECHNOLOGY**

Continuing to build on a foundation of strong STEM-related faculty and research, Tuskegee University's academic enterprise will be knowledge-based, outcomes-oriented and data-informed utilizing best practices and technology in the dissemination of a 21st century higher education.

STRATEGIES

- Provide opportunities to facilitate enhanced customer service
- Complete program reviews of all academic programs and implement a standard cycle of reviews for all programs by 2017.
- Enhance curriculum offerings with relevant academic programs in the "Arts".
- Install data warehouse and technology platforms for academic assessment of program/student learning outcomes, online student surveys, institutional effectiveness, on-going regional and disciplinary accreditation, faculty credentials
- Establishment and growth of online degree program offerings and enrollment
- Progress towards new Carnegie classification of Master's Large institution.
- Achieve 2018 SACSCOC regional accreditation and compliance in all disciplinary accreditations where required.

A 21st century higher education is one that is informed by best practices and data, fully utilizes technology while meeting the needs of its customers, both students and industry, and that promotes innovation and scholarship while adopting contemporary instructional delivery and pedagogy. This will be achieved by creating and encouraging an academic environment of the same with the collaboration of key departments and academic stakeholders, developing a plan for improving wireless and classroom upgrades in academic buildings and installation of Blackboard Analytics.

To ensure the inauguration of 21st century higher education at Tuskegee, the University will conduct program reviews of all academic programs and commit to an on-going review of faculty teaching loads as is standard in higher education to determined continued viability and financial impact on university resources. This review will be aided through the implementation of Blackboard Analytics which will be able provide necessary data from a macro and micro perspective including enrollment by college and major, tuition discount ratios, scholarship rates, among other items.

Tuskegee University is consistently ranked a leader amongst historically black colleges and universities and for producing high numbers of minority graduates in Science, Technology, Engineering and Math. With almost 2100~ of its 3100~ students majoring in STEM fields and the change from Institute to University in 1985, the integration of an “Arts” curriculum to supplement the STEM curriculum further moves the University into 21st century higher education. Given the University’s granting of advanced and professional degrees and its size, it will work towards a new Carnegie classification.

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GOAL 3:
ADMINISTERING EFFICIENT RESOURCE MANAGEMENT:
DATA-INFORMED DECISION MAKING AND EFFECTIVE HUMAN RESOURCE
MANAGEMENT

An efficient university is one marked by strong institutional capacity and sustainability through operating within approved budgets, target-environment talent acquisition, attention to deferred maintenance, data-informed decision making, human resource management and evaluation, policy and procedure adherence, managerial accountability, fiscal stewardship and best practices in facilities and space management for higher education.

STRATEGIES

- Improve endowment with Title III funding
- Install performance management system for employee appraisal
- Overhaul annual budget creation, submission and review processes
- Improve tuition discount rate for increased budgeted FTE
- Create Campus master plan
- Create a 10-year deferred maintenance schedule
- Manage financial and human resources efficiently and effectively
- Ensure consistent policy review and development
- Strengthen Board-Administrative Shared Governance in the interests of establishing institutional financial equilibrium
- Continuous and On-going Program and Unit Outcomes Assessment for measuring Institutional Effectiveness within academic units, academic support units, and student support units.

Administrative and operational excellence is paramount to the success of the University. In fulfillment of the University's mission and vision, we will take a holistic approach to ensuring resources are administered and managed efficiently. Personnel are key to daily operations and the performance appraisal system will be utilized for annual evaluation. The budget process will be overhauled to a zero-based budget process ensuring best practices in higher education while affording to opportunity baseline funding requests in alignment with the University's mission and strategic priorities.

Policies and procedures are the core of operations of the University and will be reviewed to ensure while available to all University community members via the University's website.

Efficient resource management will greatly enhance the fiscal position of the University and demonstrate to stewardship to all stakeholders. This will be achieved through continued

assessment of the expenditure of resources including improvement of the institution's tuition discount rate (i.e. institutional aid), cross-functional hiring of new talent, and managerial accountability.

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GOAL 4:
OBTAINING A MARKED AND INCREASED (BFTE) ENROLLMENT:
RECRUITMENT, RETENTION AND PERSISTENCE

Enrollment growth through 21st century enrollment management practices, along with the increased retention and graduation rates enhances a key revenue source for the providing of a quality educational experience.

STRATEGIES

- Install Blackboard Analytics for enrollment management.
- Effectively and efficiently administer and monitor proper tuition discounting.
- Increase geographical recruiting areas beyond 10 key states.
- Enhance online presence and social media engagement with prospective students.
- Explore community college partnerships for increased transfer enrollment.
- Build an energetic, highly informed Enrollment Management team with enrollment goals to reach the widest range of prospective students.
- Expand institutional brand awareness.
- Efficiently warehouse and administer internal scholarships-“institutional discounts” available within colleges/schools.

Recruitment, retention and persistence, must fully be understood in the context of current institutional data as it relates to Tuskegee University. Currently, student recruitment at Tuskegee includes utilized trained recruiters, active alumni, informed guidance counselors, and interactive social media posts in identifying potential students about the university, informing these students of the academic and student engagement opportunities available to them, providing students with a wide a range of materials, information, and interaction to enhance a student’s decision to attend the university, and enlisting other offices across campus to give prospective students a comprehensive enrollment experience.

For the fall of 2015 incoming, first-time freshmen class, the yield rate for total admitted students was 15%. Retention, as defined by the U.S. Department of Education, Institute of Education Sciences and National Center for Education Statistics, is “a measure of the rate at which students persist in their educational program at an institution, expressed as a percentage. For four-year institutions, this is the percentage of first-time bachelors (or equivalent) degree-seeking undergraduates from the previous fall who are again enrolled in the current fall.” Currently, the first to second year retention rate for Tuskegee University is 70%. The National Center for Education Statistics defines persistence as “a student’s postsecondary continuous

semester-to-semester educational behavior that leads to graduation.” The persistence rates of Tuskegee University students yields an overall six year graduation rate of 46%.

Tuskegee University enrollment at the passing of the institution’s founding principal and president, Booker T. Washington, in 1915 was approximately 1500~ students. (In 2015, 100 years since his passing the institution’s enrollment has only doubled.) Enrollment by definition, for many higher education entities is the headcount number of students enrolled at a college or university. Headcount enrollment is very important to recruitment, retention and persistence, especially as it relates to national reporting agencies such as the Integrated Postsecondary Education Data System (IPEDS), College Board, National Science Foundation (NSF), and US News and World Reports. However, what is equally important to the financial forecast of a university is the Budgeted Full Time Equivalency (BFTE). BFTE is the amount of revenue that a university generates based on tuition and fees of enrolled headcount students that is reduced by internal scholarship discounts. Fall 2015, while the enrollment headcount decreased from 3104 to 2998 for 2014 to 2015, the BFTE increased from 2047 to 2237 for the respective years. In other words, while enrollment decreased, the revenue increased which is vital to the fiscal well-being of the university. Several factors attributed to this increase and listed here: 50% tuition discount rates for faculty and staff (as outlined in the original policy), closer management of merit based tuition awards for new students, fewer approved appeals of merit based tuition awards of returning students, and better utilization of externally funded departmental and alumni financial awards.

Strategically focusing on a continuous increase in the BFTE through recruitment, retention, and persistence is achieved through a high-performing, highly skilled Enrollment Management team, collaboration of internal and external entities, a web-based University application and notification system, enhanced academic advising/retention efforts, and engagement in 21st century enrollment strategies which directly impact the same and providing a sustainable revenue source towards the institutional mission. The institution seeks BFTE of at least 2600 students with a headcount above 3600 students by 2020.

GOAL 5:
FOSTERING A CULTURE OF ADVANCEMENT AND DEVELOPMENT:
DIVERSE PORTFOLIO OF FUNDRAISING

Diversify the portfolio of fundraising to include an admixture of restricted and unrestricted major gifts, foundations/corporations, alumni, board of trustees, general fund gifts, scholarships, infrastructure, living and learning facilities, and renovation and restoration.

STRATEGIES

- Emphasize expeditious repairing, cleaning, and training campus-wide for the Colleague Advancement database.
- Complete the Campaign Readiness Test with the participation of key players (board members, administration, academic leaders).
- Complete the Capital Campaign Feasibility Study
- Prioritize fundraising priorities to include living/learning facilities, athletic facilities and enhanced online graduate and study abroad programs.
- Improving giving modalities for major events including Homecoming and Founders Day
- Convene a major assembling of prospective donors/corporations as a prelude to a major Capital Campaign. This assembling will be funded by a major foundation and hosted at the Indiana University Lilly Family School of Philanthropy.
- Emphasize planned giving efforts.
- Online giving appeals

To achieve its vision and strategic goals, the University must comprehensively educate all stakeholders around advancement and development to close the current environment knowledge gap related to Capital Campaign expectations and timelines while creating unity of purpose. To the extent this education occurs, the University lays the groundwork for the launching of a capital campaign. This is accomplished through a high-performance Advancement and Development team, evidenced stewardship of current gifts, accurate donor records and gift management and tracking, and the unifying of fundraising efforts across colleges and alumni through the Office of Advancement and Development.

Given its history and mission, the University has a compelling position and story to offer the region, nation and world. The University's continued successes, including five gifts of \$500,000

or more in the last year, will be leveraged throughout the nation with corporations, foundations, private donors and alumni inviting contribution to the University's trajectory.

Current environment baseline metrics critical to advancement and development include:

- General fund annual giving(2014) of \$1.2~ million with an increase to \$1.4~ million in 2015
- Alumni giving ranging from 9% annually (2014) with an increase to 10.4% in 2015
- Total Giving \$6.1M~ (2014) with an increase to \$7.7M~ (2015)
- Personnel and software to accurately warehouse giving data
- \$143~ million deferred maintenance
- 15 Off Line Buildings

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