

TUSKEGEE UNIVERSITY

2021-2026 Strategic Plan

*Embracing The Legacy
Transforming The Future*



TUSKEGEE
UNIVERSITY









**EMBRACING THE LEGACY
TRANSFORMING THE FUTURE**

**PROGRESS REPORT
SPRING 2023**










ACADEMIC EXCELLENCE

KEY PERFORMANCE INDICATORS YEAR 1

YEAR 1	Key Performance Indicators	On/above target  Ongoing  Below target 	YEAR 1 Accomplishment(s)
<ul style="list-style-type: none"> Expand undergraduate educational programs by focusing on those that are highly marketable. 	<ul style="list-style-type: none"> Increase number of academic programs reviews to three annually. Evaluate, consolidate, and align existing programs. 	 	<ul style="list-style-type: none"> Comprehensive Program Review began 1/23 Comprehensive Program Review began 1/23
<ul style="list-style-type: none"> Increase the number of master's and doctoral degree programs. 	<ul style="list-style-type: none"> Needs assessment completed of masters and doctoral programs. Develop enrollment management plans for both graduate and undergraduate programs to achieve Carnegie status by Year 4. 	 	<ul style="list-style-type: none"> Comprehensive Program Review began 1/23 Enrollment Management Plan Draft Completed Fall 2022
<ul style="list-style-type: none"> Expand our global research activities, locations, and partners 	<ul style="list-style-type: none"> Expand global education and research activities with an emphasis on building global hubs in the Middle East, Africa, Caribbean Islands, and Asia Pacific. 		<ul style="list-style-type: none"> Global Office expanding collaborations with Nigerian University, Jamaica, Brazil, and Kenya Global Studies Minor Passport Fair







RESEARCH, INNOVATION AND ENTREPRENEURSHIP

KEY PERFORMANCE INDICATORS YEAR 1

YEAR 1	Key Performance Indicators	On/above target  Ongoing  Below target 	YEAR 1 Accomplishment(s)
Strengthen the grants and contracts accounting in both the pre- and post-award processes to ensure accurate and timely documentation and financial oversight.	<ul style="list-style-type: none"> Develop Standard Grants Administrative Policies and Procedures that clarify, specify and formalize expectations criteria in full compliance with grant award. 		<ul style="list-style-type: none"> Taskforce fact finding and collecting best practices regarding policies and procedures (FACT FINDING)
	<ul style="list-style-type: none"> Grants management software in place and operational by Year 2. 		<ul style="list-style-type: none"> Taskforce fact finding and collecting best practices regarding policies and procedures (FACT FINDING)
Increase external funding to support research, Innovation , and entrepreneurship.	<ul style="list-style-type: none"> Increase in external funding to support research, innovation, and entrepreneurship 5% annually. 		
Expand and enhance Tuskegee University research facilities.	<ul style="list-style-type: none"> Complete a research facilities needs assessment. 		









WORLD-CLASS FACULTY AND STAFF

KEY PERFORMANCE INDICATORS YEAR 1

YEAR 1	Key Performance Indicators	On/above target  Ongoing  Below target 	YEAR 1 Accomplishment(s)
Develop a competitive compensation program to attract and retain world-class faculty and staff.	<ul style="list-style-type: none"> Complete a compensation analysis. 		<ul style="list-style-type: none"> Funding needed to provide assistance with compensation plan
Develop a center for continuing education to enhance the professional development and learning of faculty and staff.	<ul style="list-style-type: none"> Student satisfaction with faculty teaching and professionalism; 95%. 		<ul style="list-style-type: none"> Course Evaluations disseminated Fall 22; dissemination sett Spring 23 Ongoing Course Evaluations
Increase the number of endowed professorships and chairs through enhanced fundraising initiatives.	<ul style="list-style-type: none"> One endowed professorship and chair per College/School within 5 years. 		











ADVANCES IN INFRASTRUCTURE AND RESOURCES

KEY PERFORMANCE INDICATORS YEAR 1

YEAR 1	Key Performance Indicators	On/above target Ongoing Below target	  	YEAR 1 Accomplishment(s)
<p>Update the campus master plan improving the campus infrastructure.</p>	<ul style="list-style-type: none"> Update campus master plan. Create plan for facilities renovations and development. 	 		<ul style="list-style-type: none"> Classroom upgrades ADA campus enhancements
<p>Enhance technology throughout the University campus to support digital security and academic excellence.</p>	<ul style="list-style-type: none"> Remediate health and safety issues within residence halls and classroom buildings. Develop digital-readiness technology plan 	 		<ul style="list-style-type: none"> In progress-IT 3.5 million grant to enhance and improve University technology
<p>Create an engaging philanthropic culture to support fundraising and gifts from alumni, corporations, and individuals</p>	<ul style="list-style-type: none"> Capital campaign feasibility study completed. 			






ATHLETICS

KEY PERFORMANCE INDICATORS YEAR 1

YEAR 1	Key Performance Indicators	On/above target  Ongoing  Below target 	YEAR 1 Accomplishment(s)
Develop a master plan to upgrade the athletic facilities and grow athletic programs.	<ul style="list-style-type: none"> Implement athletic electronic ticket management system. 		<ul style="list-style-type: none"> Online ticketing implemented Fall 2022
	<ul style="list-style-type: none"> Complete Athletics Facilities Plan (AFP) aligned with University Master Plan. 		<ul style="list-style-type: none"> Researching other division schools for compensation and organization structure SP'23 estimated completion
	<ul style="list-style-type: none"> Increase retention of student athletes by 3%. 		<ul style="list-style-type: none"> Partnering with REACH for Athletic Study Halls
	<ul style="list-style-type: none"> Increase the competitiveness of athletic teams in SIAC Championships. 		<ul style="list-style-type: none"> Ongoing
	<ul style="list-style-type: none"> Annually increase revenue from athletic operations by 10% . 		<ul style="list-style-type: none"> Baseline data requested to compare Fall 22
Expand the number of staff to support athletic teams.	<ul style="list-style-type: none"> Complete Athletic Compensation Analysis. Implement Athletic Compensation Plan/Structure. 	 	<ul style="list-style-type: none"> Researching other division schools for compensation and organization structure SP'23 estimated completion

COMMUNITY AND STRATEGIC PARTNERSHIPS

KEY PERFORMANCE INDICATORS YEAR 1

YEAR 1	Key Performance Indicators	On/above target  Ongoing  Below target 	YEAR 1 Accomplishment(s)
<p>Establish the Tuskegee University Community Engagement and Innovation Center to build strategic partnerships and community engagement.</p>	<ul style="list-style-type: none"> Develop a plan for the Community Engagement and Innovation Center to include a fundraising plan. 		<ul style="list-style-type: none"> Developing evaluation tools to assess potential community and industry partnerships with TU Sub groups are assessing case studies for community partnerships (i.e. Education, Health, Agriculture, Economic Development) Benchmarking for an Innovation Center for Community and Industry Partnerships Select Centers Model and recommend structure for TU
<p>Conduct multidisciplinary community-based research by Tuskegee University faculty, staff, and students.</p>	<ul style="list-style-type: none"> Increase annually 3% the number of Tuskegee community, local businesses, and national businesses opportunities for Tuskegee students. 		<ul style="list-style-type: none"> Assessing present Tuskegee community, local businesses, and national businesses opportunities for Tuskegee students.