Tuskegee University 2022-2027 Strategic Plan

"Embracing the Legacy, Transforming the Future"

Mission: Tuskegee University advances knowledge, leadership and service through teaching, research, and outreach programs. Uniquely positioned as a historically black, private, state-related, land-grant University, Tuskegee faculty, staff and students transfer knowledge and transform our communities, state, nation, and world.

Vision: Tuskegee University is a pre-eminent educational and research institution that develops innovative and transformative leaders who solve the world's most complex problems.

2022-2027 CBIS Vision, Mission, and Strategic Plan

Vision Statement

We will be recognized as one of the nation's leading business and computer science programs that attracts the best and brightest students the region and the nation has to offer and attracts skilled and innovative faculty who will prepare students to live and work in a global community.

Mission Statement

The Brimmer College of Business and Information Science challenges its students with a liberal, technical, and professional education through the faculty's intellectual contributions, innovative research, effective pedagogy, and community engagement. Graduates are expected to be well-informed, ethical, and responsible citizens engaging in lifelong learning and succeeding in a global and diverse society.

Core Value

- High Ethical Standards. We value honesty, integrity, and dignity in our interactions with colleagues and students and seek to act in accordance with the highest standards of professionalism at all times.
- Continued Intellectual Growth of our Students. We encourage intellectual curiosity and expressions of moral attributes in creativity, objectivity, openness, and rigor in scholarly inquiry; excellence of mind and personal character; love of knowledge and learning.
- Community Engagement. We recognize and appreciate the contributions and partnerships of our community stakeholders and we seek opportunities to work collectively and cooperatively to disseminate knowledge and advice related to business endeavors.
- Research and Scholarship. We seek to expand knowledge in our disciplines by conducting relevant research and by disseminating this knowledge through teaching, intellectual contributions, and service.
- Diversity, Inclusion, and Cooperation. We respect the rights, culture, and dignity of all people as contributing members of the team.

SWOT Analysis

	Positive	Negative
Interior	**Strengths:** *Accredited by AACSB. *Strong relationship between students and faculty. *Moderate class size and moderate faculty to student ratio. *Strong connection with alumni who give generously and return to college. *Strong and established partnerships within both corporate and public organizations. *Focus on entrepreneurship and business development through forging strategic partnerships that link academic programs with the broader commerce of the world. *Infrastructure with enhanced capabilities in instruction and research. *Strong and active College Advisory Board. *A wide range of academic curriculum.	**Weaknesses:** *Lack of online programs and courses. *Technology and technology support for on-line, synchronous instructions. *Limited resources for faculty and staff professional development. *Regional isolation from major metropolitan job markets resulting in few local professional opportunities for our faculty and students. *Non-competitive salary compensation package leading to a challenge in faculty recruitment and retention. *Many students lacking the necessary skills to succeed in college.
External	**Opportunities:** *Developing online degree/certificate programs that are supported by technology to fulfill expanding demand. *Leveraging the strong brand image of Tuskegee University to help propel the college's growth. *Grant writing providing possibilities to acquire external funding. *Developing certificate programs such as technical sales and electronic record keeping. *The possibilities of offering interdisciplinary minor program in other academic areas.	**Threats:** *Funding in higher education. *Competition for students from other universities and online degree programs. *As a result of the COVID pandemic and the economic downturn, financial challenges affecting students' ability to attend college may endure for the foreseeable future. *Existing faculty sourcing challenges and delay in hiring new faculty which is affecting the college's ability to schedule courses.

2022-2027 Strategic Plan

Goal 1: Academic Excellence			
Objectives	**Initiatives**	**KPIs**	**Timeline**
1.1 Improve programs and curriculum	1.1.1 Review and revise curriculum structure, content, and quality on a regular basis to meet market demand.	All curriculum revised and approved.	Twice in a 5-year cycle
	1.1.2 Encourage faculty to stay current in their fields and to incorporate the most recent research findings into their classroom instruction.	100% of faculty participate in at least one teaching innovation workshop. Host a faculty retreat on teaching excellence.	Annually
	1.1.3 Maintain a focus on teaching excellence.	Develop and implement a teaching effectiveness evaluation rubric. Bi-annual survey of alumni and Advisory Board and corporate recruiters.	Bi-annually
	1.1.4 Review and evaluate the course structure and delivery to make necessary changes.	All courses are reviewed annually.	Annually
1.2 Expand online offerings	1.2.1 Develop new certificate programs.	Offer at least one online certificate program.	Year 2
	1.2.2 Increase the number of online courses.	Offer at least one online course in each concentration	Annually
	1.2.3 Increases the number of faculty certified by ODEOL.	At least 90% of the faculty are certified by ODEOL.	Year 3
1.3 Increase the number of undergraduate, graduate, and interdisciplinary programs	1.3.1 Develop of a state-of-the-art graduate degree program with a competitive special niche.	Offer at least one graduate degree program.	Year 3
	1.3.2 Create and implement a bachelor's degree program in entrepreneurship.	Proposed and approved.	Year 2
	1.3.3 Identify potential interdisciplinary graduate and undergraduate programs.	Identify and propose at least one interdisciplinary program.	Year 3

Goal 2: Operational Efficiency			
Objectives	**Initiatives**	**KPIs**	**Timeline**
2.1 Continue to improve CBIS operation efficiency and quality service.	2.1.1 Create a CBIS management team to develop and execute the college's missions.	The CBIS management team is comprised of CBIS faculty members.	Year 1
	2.1.2 Enhance internal and external communications within the college and between the college and students.	Use of Class Evaluation Form distributed to students at the end of the semester, in all courses, every semester	Year 1
	2.1.3 Conduct a student exit survey to improve the quality of student services.	Student satisfaction/feedback survey; 75% satisfaction rate.	Annually
2.2 Enhance CBIS's visibility and public image	2.2.1 Establish a Public Relations Committee for the College to work on enhancing the College's reputation through the publication and research presentations to community organizations and news releases of faculty accomplishments.	Select one member from each department to serve on the committee. A minimum of one faculty member and one student are highlighted on the CBIS website each semester for their accomplishments	Annually
	2.2.2 Market the college and its offerings as a premier link in the educational process.	CBIS recruitment materials are distributed to a minimum of 5 to 10 surrounding high schools and 3 surrounding community colleges each Spring.	Annually

Goal 3: Student Experience			
Objectives	Initiatives	KPIs	Timeline
3.1 Increase recruitment and enrollment of students	3.1.1 Review the admission requirements and make any changes that are necessary.	Annual review	Annually
	3.1.2 Collaborate on student recruitment efforts with alumni.	Annual review	Annually
3.2 Increase retention rate, graduation rate, and placement rate.	3.2.1 Improve academic and career development advising.	Revise curriculum sheets and improve advisement processes to better serve students	Annually
	3.2.2 Provide a tutorial schedule to all students.	Offer Accounting/Economics/ Statistics/Finance/CIS tutorial sessions	Every semester
	3.2.3 Form corporate partnerships to provide students with internship and scholarship opportunities. Assist students in finding employment upon their graduation.	Increase the number of internship and scholarship by 5% annually. At least 75% of students are offered employment upon graduation.	Annually

Goal 3: Student Experience (Cont'd)			
Objectives	**Initiatives**	**KPIs**	**Timeline**
3.3 Increase multicultural exposure, and global literacy	3.3.1 Increase study abroad opportunities.	Link CBIS students with Business students in international partner institutions using Collaborative Online International Learning, requiring: . Acquiring Polycom video conferencing technology . Hiring an on-campus technician, who is capable to assist CBIS faculty and students during synchronous classes between CBIS and international partner institutions.	Years 2-5
	3.3.2 Collaborate with the International Student Office to increase the number of international and minority students enrolled. Host an annual culture day festival.	5% annual increase in international and minority enrollment. Organize At least one CBIS International Day every year with main participation	Annually
	3.3.3 Create a meet-and-greet project with students from foreign countries.	Work with international partner institutions and international students to develop a plan for a meet-and-greet project.	Year 2

Goal 4: Research, Innovation, and Entrepreneurship				
Objectives		**Initiatives**	**KPIs**	**Timeline**
4.1 Increase research capability and productivity	4.1.1	Create a program to recognize faculty and students who have demonstrated excellence in research.	Recognize number of faculty and students for excellence in research.	Annually
	4.1.2	Develop and implement a set of research quality guidelines	Proper indexed journals (SCOPUS)	Year 1
	4.1.3	Create a faculty mentoring program.	Number of faculty mentors and mentees	Year 2
	4.1.4	Acquire the network, database, and analytical software required to support research.	Secure Bloomberg terminal lab; subscribe- SAS and SPSS.	Annually
4.2 Support faculty and staff professional development	4.2.1	Increase the number of faculty research grants.	At least two grants annually.	Annually
	4.2.2	Support faculty and staff to attend professional development conferences or workshops.	Faculty and staff attend at least one professional development activity annually.	Annually

Goal 5: World-Class Faculty and Staff				
Objectives		**Initiatives**	**KPIs**	**Timeline**
5.1	Faculty recruitment and retention	5.1.1 Create a discipline-based compensation program that is comparable to that of similar-sized AACSB-accredited institutions to attract and retain qualified faculty.	Use of AACSB compensation report.	Annually
		5.1.2 Reduce teaching load for new, graduate, productive faculty.	Number of faculty with reduced teaching load.	Annually
5.2	Create an endowed professorship and chair position	5.2.1 Evaluate the benefits from an endowed professorship or chair in all disciplines.	Completed the benefits evaluation for all disciplines.	Year 2
		5.2.2 Establish a job description outlining the responsibilities and expectations for an endowed professorship or chair.	Completed a job description.	Year 2
		5.2.3 Work with the Advisory Board, corporate partners, and alumni to develop an endowment fund for an endowed professorship or chair.	Establish an endowment fund	Years 3-5

Goal 6: Advances in Infrastructure and Resources			
Objectives	**Initiatives**	**KPIs**	**Timeline**
6.1 Maintain and improve college physical and technological infrastructures	6.1.1 Maintain a physical infrastructure for learning and teaching environments that is both functional and environmentally friendly.	100% of CBIS classrooms are wheelchair accessible.	Year 1
	6.1.2 Develop and maintain a dependable, cutting-edge technological infrastructure in college.	Update at least one classroom a year equipped with state-of-the-art technology	Annually
	6.1.3 Update and maintain college website	Utilize CBIS's students/faculty resources. 100% of CBIS college website supports used by individuals with disabilities, supports assistive technology readers, and adheres to Section 508 of the Rehabilitation Act.	Annually
	6.1.4 Utilize the technology to maintain individuals and college records.	100 % of Faculty to back-up students' and course records	Every semester
6.2 Increase external financial resources	6.2.1 Encourage faculty to write grants in order to secure external funding.	100% of CBIS faculty are informed of grant opportunities and grant writing workshops.	Annually
	6.2.2 Establish an alumni Ambassador program with fundraising responsibilities	Inform a 100% of board members and interested alumni about fundraising activities Enlist a minimum of 1 board member/alumni to act as ambassador for alumni program to lead fundraising activities	Rotate every year

Goal 6: Advances in Infrastructure and Resources			
Objectives	**Initiatives**	**KPIs**	**Timeline**
	6.2.3 Work with the Office of Development to develop a fundraising plan for continued resource development.	Review the Office of Development Plan and adjust accordingly.	Annually
	6.2.4 Disseminate fundraising information via the CBIS website and other media outlets.	The CBIS website to contain adequate and easily accessible information on fundraising.	Annually

Goal 7: Athletics			
Objectives	**Initiatives**	**KPIs**	**Timeline**
7.1 Assist student-athletes	7.1.1 Improve the communication between the college and the athletic department.	Meet with athletic department academic advisor	Every semester
	7.1.2 Offer tutorial assistance to student-athletes.	Offer incentives for students who attend tutorials	Every semester

Goal 8: Community and Strategic Partnerships			
Objectives	**Initiatives**	**KPIs**	**Timeline**
8.1 Create opportunities for community engagement linked to academic activities.	8.1.1 Expand VITA program.	5% increase in the number of taxes filed annually.	Years 2-5
	8.1.2 Promote financial literacy awareness in the community	Provide at least two financial literacy awareness seminars presented by SFEPD certified student ambassadors annually	Annually
	8.1.3 Extend the Apple Projects.	At least 1 Community outreach training offered annually	Annually
	8.1.4 Require all units to include community engagement in their planning and annual report.	Each unit hosts at least two students service-learning activities in the community	Annually
8.2 Maintain and strengthen relationships with the community.	8.2.1 Participate in community economic development activities.	Establish a structure for community engagement Establish a community advisory board including consideration of a single point of accountability Review and revise the structure for community engagement.	Annually
	8.2.2 Strengthening the relationships and connections with alumni.	Publish and disseminate CBIS annual newsletter to alumni and conduct annual alumni feedback survey.	Annually

Strategic Plan Committee:

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