



# TUSKEGEE

UNIVERSITY

TUSKEGEE, AL

An Invitation to Apply for

## **PRESIDENT**

**Most leaders spend time trying to get others to think highly of them, when instead they should try to get their people to think more highly of themselves. It's wonderful when the people believe in their leader. It's more wonderful when the leader believes in their people.**

-Booker T. Washington

**Since new developments are the products of a creative mind, we must therefore stimulate and encourage that type of mind in every way possible.**

-George Washington Carver

## **THE SEARCH**

Tuskegee University (“Tuskegee” or “the University”), an icon of American higher education, the legendary home of World War II’s Tuskegee Airmen, the institutional legacy of Booker T. Washington, the original laboratory of George Washington Carver, and one of the very first private historically black colleges in the nation, seeks in its 8th President a rare leader capable of positioning Tuskegee to compete aggressively and to capitalize boldly on the changes ahead for 21st century education.

Located in Tuskegee, Alabama, and established in 1881 by Booker T. Washington, Tuskegee has served as a beacon of educational excellence for nearly 136 years. Today it is a national, comprehensive, independent, and state-related institution of higher learning, with distinct strengths in the sciences, agriculture, architecture/construction, business, education, engineering, and health, all rooted in a rich liberal arts tradition. With a \$124M endowment and an operating budget of \$129M, Tuskegee enrolls approximately 3,140 students across five colleges and three schools. The University’s overarching mission is to educate all students, especially African American women and men to understand themselves and their society against the backdrop of their total cultural heritage and the promise of their individual and collective future.

In its next President, Tuskegee's Board of Trustees, alumni, faculty, staff, students, and partners require an outcomes-oriented thinker and producer to champion the University's historic legacy, effectively manage its substantial and enduring assets, articulate a leadership vision, and then execute tenaciously on that vision with resolve, integrity, and entrepreneurship with a moral compass. The overarching mandate is to set the University on a financial course that guarantees promise for all current and future students.

This leader will bring a keen sense of the landscape of higher education and the trends impacting its future. She or he will be an inspiring team builder, powerful communicator and fundraiser, collaborative problem-solver, and adroit fiscal manager. Candidates should possess a distinguished record of senior leadership experience and achievement in higher education or an equivalent level of responsibility in business, government, or not-for-profit enterprises. A sophisticated sense of the opportunities and challenges facing private historically black colleges and universities (HBCUs) and a passion for their purposes are essential. The President will be expected to champion Tuskegee's mission and serve as its persuasive and dynamic ambassador locally, nationally, and internationally.

Isaacson, Miller has been retained to assist Tuskegee University in this recruitment. All inquiries, nominations, and applications should be directed to the search firm as indicated at the end of this document.

## **TUSKEGEE UNIVERSITY: MISSION & HISTORY**

### ***Mission***

Tuskegee's mission has always been service to people, not education for its own sake. Stressing the need to educate the whole person, that is, the hand and heart as well as the mind, Dr. Washington's school was soon acclaimed, first by Alabama and then by the nation, for the soundness and vigor of its educational programs and principles.

Tuskegee University has distinctive strengths in science, architecture, business, engineering, and health, all structured on solid foundations in the liberal arts. In addition, the University's programs focus on developing students with high-order intellectual and moral qualities, and stress the connection between education and the highly trained leadership Americans need in general, and particularly for successful contribution to the workforce of the 21st Century and beyond. Tuskegee educates students whose technical, scientific, and professional prowess has been not only rigorously honed, but also sensitively oriented in ways that produce graduates who are morally committed to public service with integrity and excellence.

The University is firmly rooted in a rich history of successfully educating students to understand themselves and their society against the background of their total cultural heritage and the promise of their individual and collective future. Students are engaged, passionate and the lifeblood of the campus. Tuskegee equips students to serve in professional leadership roles in society and to become productive and impactful citizens on a national level, as well as in the broader globalized world. . The University remains steadfast in its commitment to these aims.

Tuskegee University is dedicated to academic excellence and nurtures highly talented students of character and challenges them to reach their highest potential. The University also believes strongly in the equality of opportunity and recognizes that exquisite talent is often hidden in students whose finest development requires unusual educational cultivation and financial support. Tuskegee is deeply rooted in the 1890 land-grant tradition and is built on its exceptional people; a diverse composition of talented students, staff, and faculty from all racial, religious, and ethnic backgrounds to participate in the core mission of this unique educational enterprise: instruction, research, and service.

## ***History***

Tuskegee University, founded on July 4, 1881, started as a “Negro Normal School” and was the dream of Lewis Adams, a former slave, and George Campbell, a former slave owner, who shared a commitment to the education of blacks. Seeking help to establish this institute of learning, George Campbell enlisted his nephew to contact the Hampton Institute, a historically black college in Virginia, subsequently requesting the recommendation of a teacher for their new school.

An alumnus and dynamic teacher at Hampton, 25-year-old Booker T. Washington was hired as principal of the school from its founding until his death in 1915. Butler Chapel AME Zion Church provided the initial space and building for the school, which is nearby its present location. A year following the school’s founding, Washington purchased “a 100-acre abandoned plantation” which eventually became the nucleus of the campus in its present form. The University’s campus was designed by architect Robert Robinson Taylor, the first African-American graduate from the Massachusetts Institute of Technology.

At the Tuskegee Institute, Booker T. Washington intended to train students in agricultural skills, morals, and religious life, in addition to academic subjects. After the Civil War, Washington was a young free man who actively sought formal education; Tuskegee Institute was constructed to memorialize his dedication to the pursuit of self-reliance. He felt it of the utmost importance to provide his students with the practical skills necessary to thrive and succeed in farming or other trades typical of the rural South. Washington conveyed to his students the beauty and dignity in physical and agricultural competencies, in addition to their practical benefit. Equipped with these life skills and expertise, students constructed many of the buildings and earned all or part of their educational expenses through the construction, agricultural, and domestic work associated with the campus, as they reared their own livestock and raised their own crops.

Booker T. Washington’s substantial investment in Tuskegee Institute gradually increased the national prominence of the Institution. He was able to attract the innovative botanist and inventor George Washington Carver, who would become one of the University’s most renowned professors. Washington was also a tireless fundraiser for the Institute, and was successful in cultivating support from a network of American philanthropists such as Andrew Carnegie and John D. Rockefeller to contribute to Tuskegee’s financial vitality.

In the shadow of World War II, the U.S. Army Air Corps established a training program at Tuskegee Institute in an effort to train black aviators. Before 1940, African-Americans were

barred from flying for the U.S. military. Civil rights organizations and the black press exerted pressure that resulted in the formation of an all African-American pursuit squadron based in Tuskegee, Alabama, in 1941. They became known as the Tuskegee Airmen. The military selected Tuskegee Institute to train pilots because of its commitment to aeronautical training, and the Tuskegee program was then expanded and became the center for African-American aviation during World War II. The Tuskegee Airmen's achievements, together with the men and women who supported them, paved the way for full integration of the U.S. military. On November 6, 1998, President Clinton approved Public Law 105-355, which established the Tuskegee Airmen National Historic Site at Moton Field in Tuskegee, Alabama, to commemorate and interpret the heroic actions of the Tuskegee Airmen during World War II. The new site contains a museum and interpretive programs at the historic complex at Moton Field as well as a national center based on a public-private partnership.

Tuskegee earned national distinction under the leadership of Dr. Booker T. Washington. Institutional independence was gained in 1892, when Tuskegee Normal and Industrial Institute was granted authority to act independently of the state of Alabama. A highly skilled orator, fundraiser and organizer, Washington was counsel to American presidents, a strong advocate of black business, and instrumental in the development of educational institutions throughout the region. He maintained a lifelong devotion to his institution and to his home – the South. Dr. Washington is buried on the campus of Tuskegee University near the University Chapel.

In 1965, Tuskegee Institute was declared a National Historic Landmark for the significance of its transformative academic programs, its role in higher education for African-American in the 20th century, and its status as a prominent fixture in the history of this country. Congress authorized the establishment of the Tuskegee Institute National Historic Site. In 1985, the Tuskegee Institute achieved university status and was renamed Tuskegee University.

Points of distinction in Tuskegee's 136-year history include:

- Originator and producer of the famous "Tuskegee Airmen," in partnership with the U.S. Army Air Corps.
- Producer of the first African-American four-star general: Daniel "Chappie" James.
- The producer of the first African-American winner of the National Book Award, Ralph Ellison for his book, *Invisible Man*.
- Number one producer of African-American aerospace science engineers in the nation.
- A leading producer in the country of African-American engineering graduates in chemical, electrical and mechanical engineering.
- The top producer of African-American Ph.D. holders in Materials Science and Engineering in the U.S.
- The only historically black college or university with a fully accredited College of Veterinary Medicine that offers the Doctoral Degree, and produces over 75% of the African-American veterinarians in the world.
- The only HBCU in the nation designated as the location for National Center for Bioethics in

Research and Health Care.

- The first nursing baccalaureate program in Alabama and one of the oldest in the United States.
- The only college or university campus in the nation to be designated a National Historic Site by the U.S. Congress.
- A producer of more African-American general officers in the military than any other institution, including the service academies.
- The largest producer of African-Americans with baccalaureate degrees in Math, Science and Engineering in Alabama.
- Through the Center for Plant Biotechnology Research which is training U.S. Scientists and students as well as scientists from Ghana, China, Nigeria, South Africa, Uganda, Egypt, and Tanzania to continue work of Dr. George Washington Carver utilizing today's cutting-edge science and technology.
- Tuskegee houses one of two centers funded by NASA to develop a technology for growing food in space during human space missions.
- The only HBCU, and one of only 11 universities in the world, funded and authorized by the W.K. Kellogg Foundation to establish and operate a Kellogg Conference Center, which is the technologically sophisticated hub of Continuing Education and Hospitality/Tourism Management Training.
- The offspring of two American giants, Booker T. Washington and George Washington Carver.
- The only HBCU to maintain academic excellence while supporting a football program exceeding a 677-win career record and 31 conference titles including 4 consecutive SIAC Conference Football Championships and 9 national titles.

## **TUSKEGEE UNIVERSITY: PRESENT DAY**

### ***Location & Campus***

The City of Tuskegee is located in Macon County, Alabama – a 15-minute drive from Auburn, AL, a 30-minute drive from Montgomery, AL, and a 90-minute drive from Atlanta, GA. Since the 19th century, Tuskegee, the hometown of Rosa Parks, Lionel Richie, and Sammy Younge, Jr., has been highly influential in United States history and nothing short of central to the history of African-Americans. Tuskegee University is home to one of the leading schools of veterinary medicine in the country.

In recent times, like many rural places its size, the City has struggled with a shrinking tax base and stagnant economic growth. Median household income is low and job creation has trended downward. Still, over the coming decade, the City and its mayor are determined to turn the corner.

Elected in 2016, Mayor Lawrence F. Haygood, Jr. is a beloved friend and key partner to Tuskegee University. He has served as an Economic/Business Development Specialist at the Tuskegee Macon County Community Development Corporation for the past four years and, in that capacity, has worked closely with the Tuskegee University Cooperative Extension Program (TUCEP) which operates throughout the state to improve the quality of life for Alabama

residents. Mayor Haygood's charge from the City's some 9,000 residents is to rebuild Tuskegee. His charge to the 8<sup>th</sup> President of Tuskegee University will be to partner with him.

A gem of the City, today's Tuskegee University campus sprawls across 5,000 rural acres. Recognized as the only HBCU campus in the nation to be designated a National Historic Site, Tuskegee is also the only privately operated HBCU with land-grant status. The University's rich history, naturally, lends itself to tourism. One site of note is the Legacy Museum. Created in April 2009, to honor the 599 participants of the United States Public Health Service *Study of Untreated Syphilis in the Negro Male*, it anchors a consortium of museums at Tuskegee University that includes the Dr. George Washington Carver Museum, The Booker T. Washington Home – The Oaks, and the Tuskegee Airmen Museum. The Legacy Museum exhibits works from its art collection and interprets, additionally, public health, science and medicine. The Museum's exhibitions and programs reach international audiences, history buffs, and art enthusiasts of all ages.

### ***Faculty & Research***

Tuskegee University is a state-related, private and land grant university currently offering sixty-four degree programs, inclusive of undergraduate, masters, one doctor of veterinary medicine (DVM) and four PhD degree programs. Through the work of its faculty, students, and alumni over the course of its 136-year history, Tuskegee University has had a significant, and comparatively novel, impact on American society as follows:

- Recently listed within the top 10 of HBCUs and in the top quarter of regional universities by U.S. News and World Report.
- A National Science Foundation designated center for Materials Science and Engineering Research.
- As an 1890 Land Grant Institution, Tuskegee has extended the reach of the historic and pioneering studies by Dr. George Washington Carver to include a contemporary regional and nationally significant portfolio of research, education and extension in agricultural, environmental and nutritional sciences, inclusive of a USDA-sponsored Center for Sustainability.
- Over a sixty-five year period, Tuskegee has been the primary national producer of African-American veterinarians and thereby holds the distinction of serving a singular role in expanding the diversity of the veterinary profession in the country.
- Tuskegee is a top 5 ranked producer of engineering graduates among HBCUs and the only such institution with a degree program in aerospace science engineering.
- Designated as a National Center of Academic Excellence in Information Systems Security Education by the National Security Agency and the Department of Homeland Security.
- Tuskegee operates the only presidentially-mandated bioethics center in the U.S., the National Center for Bioethics in Research and Health Care.
- Home to the oldest baccalaureate nursing program in continuous operation in the state of Alabama.
- Tuskegee is also home to the oldest construction baccalaureate program in the country.

Tuskegee University has contributed to the advancement of society through the work of its faculty and the lives of its many graduates through the discovery of new knowledge, the creation of new products, and by preparing young men and women, especially those drawn from the nation's diverse populations, to be successful in their chosen fields and to become future leaders.

Tuskegee University's 272 full-time and 27 part-time faculty come from around the world and assist in meeting society's challenges by educating its 3,140 students, the next generation of society's leaders. Tuskegee University's responsibility as a university with a highly specialized niche and \$129M (FY17) budget is to serve the national interest and thereby benefit America and the world of tomorrow. This is realized partly through a robust research program generating \$40.2M in external funding for FY17.

Research collaborations taking place at Tuskegee University represent some of today's most cutting-edge interdisciplinary research by faculty. Examples of this collaborative research taking place include:

- The *Center for Biomedical Research* (RCMI) which provides resources, services, and technical support to faculty to not only stay on the cutting-edge of biomedical research, but also forge new paths in areas of bioinformatics and computational biology.
- The *Center for Plant Biotechnology Research* which trains U.S. and foreign scientists and students to continue the work of Dr. George Washington Carver in today's cutting-edge science and technology.
- Recent patents issued to research teams for accurate detection of viable microbes and strategies for wound treatment.

### ***Accreditation***

Tuskegee University is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award baccalaureate, masters, and doctoral degrees.

On June 15, 2017, SACSCOC announced it had lifted the warning status previously placed on the University in June 2015 when concerns for institutional effectiveness and financial stability were cited. SACSCOC's recent decision to remove its previously issued warning validates the university's efforts since that time to remedy those observations.

The University is currently preparing for re-accreditation in 2018. The final decision on the decennial bid will be given in December 2018. The University has already executed its plan to achieve the financial stability requirement of CS 3.10.1 through a number of cost saving and revenue enhancing initiatives undertaken since 2014 as demonstrated in FY15, FY16, and FY17 audits.

### ***Governance***

Tuskegee University's by-laws provide for governance by a Board of Trustees of up to 25 voting members. Alabama's governor appoints five of the 25 trustees. Self-perpetuating trustees serve for three years and state-appointed trustees for four years. In addition to the 25 voting trustees,

there are several non-voting ex officio members, which include the University's President, a faculty trustee who is the faculty senate chair, a student trustee elected by the student body, and Alabama's state superintendent of education. At the present time, there are 20 voting trustees, who are distinguished alumni of the University, business or community leaders, or recognized scholars in their field. Trustees are expected to substantially contribute to the University, including, but not limited to, financial support.

The Board of Trustees is organized into the following standing committees: Executive; Educational Policies and Honors; Finance; Student and Alumni Affairs; Development; Nominating and Board Structure; Audit and Enterprise Risk Management.

Generally, the Board of Trustees meets a minimum of 4 times during the academic year and the Executive Committee meets between scheduled full Board meetings. When appropriate the committees meet outside of regularly scheduled Board meetings in person or telephonically.

John E. Page Esq., Senior Corporate Vice President, Chief Corporate Social Responsibility and Legal Officer of Golden State Foods Corp., was elected Board Chairman in the fall of 2015. He was re-elected in March 2017 to serve in his second term.

On July 1, 2017, Dr. Charlotte P. Morris was named interim President. Her 30-plus-year tenure at Tuskegee has included numerous leadership and faculty appointments at the college and university levels. Her most recent appointment as interim President is her second appointment to the University's top post – the first having been in 2010 following the retirement of President Benjamin F. Payton.

### ***Finances***

Tuskegee University has an annual budget of \$129M, with roughly 53% coming from tuition, fees, and room and board. Restricted funds, other grants and contracts make up another 30% of the total budget. The University has investments valued at \$140M as of June 30, 2017. Endowment distributions represent about 4% of the total budget. The University is tuition dependent and remains optimistic regarding future enrollment growth.

Conservative fiscal management, consistent enrollment and the judicious use of debt have allowed for improvements in the University's financial growth and health. Audited financial statement results for FY17 show a 6.04 % increase in net assets while at the same time decreasing the University's total liabilities by 5.64%. Net cash from operations increased by approximately 57%.

Meaningful financial progress has been made in key indicators including the University's composite financial index (CFI) and the tuition discount rate. The University continues on the trajectory of improving operational performance. In planning for the future, the University expects to continue its focus on cost controls, increased fundraising, and selective investing. Continued monitoring through management of budgets and appropriate investments of temporary cash balances, and proper safeguarding of all financial assets ensures the fiscal stability of the University.

The results of FY17 and current operational practices indicate that the University is appropriately positioned for incremental change that can have a profound and net positive impact.

### ***Advancement***

The Office of Advancement and Development serves to advance the University's mission by securing financial support through strengthened relationships with our alumni, parents, friends, and students. Funds garnered through the Office of Advancement and Development assist in making improvements to the University's infrastructure in the form of renovations to facilities, new construction, technological advancements, alignment and development of human resources, student scholarships, and much more.

In the University's strategic plan, five strategic priorities were set for the next two years. Those priorities include creating a student-centered culture focused on student success and engagement, providing innovative online and expanded academic programming with the infrastructure to support it, creating efficient resource management including effective human resource management, obtaining a marked increase in enrollment focused on recruitment and retention, and fostering a culture of philanthropy. In order to accomplish each of these goals, additional revenue is needed.

FY16 provided positive insight into the future of fundraising for the University as overall giving showed a measureable increase. Total giving increased by \$.08M. The percentage of alumni donors rose to 10.1%. Tuskegee has a robust and engaged alumni group and the University has a goal of increasing its alumni giving percentage to 35% by 2020.

The current administration is committed to providing the resources needed to continue the positive momentum for the department. That commitment includes providing the technological and human resources needed for positive forward movement. Currently, there are six people on staff excluding the Office of Marketing, Public Relations, and Communications. The Board of Trustees recently approved a plan to increase the department to a minimum of 10 staff members that would include the addition of a Director of Planned Giving, Director of Alumni Affairs and Grant Writer. They also committed to providing the most up-to-date CRM, prospect research, and online tools to support a strategic, data-driven approach to fundraising.

### ***Alumni***

The Tuskegee National Alumni Association (TNAA) serves as the University's official alumni organization. The TNAA, founded in 1905, has a diverse and rich history of bringing alumni together to support the University, its students and each other. With alumni clubs situated across the country, the National Alumni Association provides stimulating intellectual opportunities and a professional platform for networking that remains long after graduation.

A few of the University's distinguished alumni include:

- **Lonnie Johnson:** Inventor, engineer and entrepreneur
- **Lionel Richie:** Singer songwriter and entertainer

- **Alice Coachman:** First black woman to win an Olympic gold medal
- **Tom Joyner:** Syndicated radio host
- **Gen. Daniel “Chappie” James Jr.:** First black four-star general; U.S. Air Force
- **Ralph Ellison:** Scholar and author of *Invisible Man*
- **Amelia Boynton Robinson:** Civil rights activist and first woman from Alabama to run for United States Congress
- **Keenan Ivory Wayans:** American actor and producer
- **Herman J Russell:** Founder and former CEO of H.J. Russell & Company, the largest minority-owned construction company in the country
- **Betty Shabazz:** Activist and wife of Malcolm X
- **Marvalene Hughes:** Former president of Dillard University
- **Marilyn Mosby:** State’s Attorney for Baltimore City
- **David Wilson:** President of Morgan State University

### ***Students & Enrollment***

Students at Tuskegee University display a passion for knowledge and are successful inside and outside the classroom. They excel in a variety of fields such as internships, research, and professional competitions; participate in more than 100 clubs and organizations; work with cutting-edge resources and technologies; and cheer on some of the nation's most successful sports teams. In the legacy of Booker T. Washington, a strong advocate of entrepreneurship, Tuskegee develops students to become entrepreneurs and cultivates an entrepreneurial spirit in its students.

Tuskegee currently enrolls 3,140 students, 76% of whom identify as black. While 33% are natives of the state of Alabama, the student body hails from 40 other states and territories as well as 24 foreign countries. International students account for less than 1% of Tuskegee’s student body. 49% of students are eligible for Pell Grants and 58% of students live on campus.

Tuskegee’s admissions process remains selective insofar as the level of scrutiny applied by alumni, faculty, and staff in the mandatory interview component of the application process remains rigorous. In 2017, the College accepted 50% of its 11,616 applicants with a 14% yield. The class of 2021 academically exceeded previous classes, averaging a combined SAT math and critical reading score of 953 (new SAT score =1,022) and an ACT composite score of 21.

The student-faculty ratio at Tuskegee University is 11:1. The most popular majors at Tuskegee include Business, Management, Marketing, and Related Support Services, Engineering, and Biological and Biomedical Sciences. The first-to second year retention rate is 70%, and 46% of students graduate in six years.

Tuition for the 2017-18 academic year is \$19,210, and the estimated cost of attendance is \$31,885. This year, Tuskegee will contribute more than \$21,002.000 million in grants and scholarships to financial aid. Nearly 92% of all students receive some form of financial aid.

## **THE 8th PRESIDENCY OF TUSKEGEE UNIVERSITY**

The 8th President of Tuskegee University will enjoy a once-in-a-career opportunity to make a significant contribution to one of the most historic institutions of higher education in the world. In such a leader, the Board of Trustees seeks a dynamic and thoughtful professional with proven and substantial leadership experience and an understanding of the major challenges facing academia today.

Tuskegee's resolve to nurture and catapult young, black women and men to their fullest potential is unwavering. Serving this need is the principal reason for Tuskegee's existence and it will inform all facets of the 8th President's work.

The President is the chief executive officer and serves at the pleasure of the Board of Trustees. Direct reports to the President are the Provost and Vice President for Academic Affairs, Vice President for Student Affairs and Enrollment Management, Chief Financial Officer, Vice President for Advancement and Development, General Counsel, and Vice President for External Affairs.

The next President will assemble a leadership team of capable professionals who embrace, and indeed thrive, in a results-oriented environment. It will be necessary to examine the expertise and effectiveness of her or his team, ensuring that all University functions are achieving at the highest level while working harmoniously in collaboration with one another in support of Tuskegee's mission. The next President will evaluate the existing leadership and organizational structure, determine roles and responsibilities moving forward, define specific and measurable objectives, and, in a manner that sustains enthusiasm and goodwill, reinforce a culture of accountability that serves the University's best interests.

### **STRATEGIC PLAN: *The Tuskegee Trajectory***

Tuskegee's strategic plan is a familiar document, well used by many members of the campus community. They serve as a significant guide for the University's decision-making processes and actions. The strategic planning process began in April 2015 and yielded a plan that was ratified by the Board in March 2016, and is current through 2020. Developed by the Master Steering Strategic Planning Committee, comprising faculty, staff, and students, the plan captures input of the entire Tuskegee community, and the deliberations and analysis of the committee and Board of Trustees. Its conception was transparent and sought to build consensus by soliciting appropriate input from all members of the community. Intended to be aspirational and to magnify the University's strategic priorities, the plan also allows optimal flexibility for the 8th President to assess the University's next steps from her or his vantage. The strategic plan identifies five institutional priorities, each developed by accordant subcommittees that will represent the immediate and long-range work of Tuskegee's 8th President. Moreover, the plan provides the Board, the President, her or his senior leadership team, and all others at the University a highly specific, outcomes-driven framework to better execute and live out Tuskegee's values. Ultimately, contextualizing the University's endeavors through the lens of instruction, research, and service is a means of rooting its future in its evergreen mission while remaining innovative in the University's education of and service to its students.

Review the full plan:

<https://www.tuskegee.edu/Content/Uploads/Tuskegee/Files/2015-2020-Strategic-Plan-reformat.pdf>

## **GOALS OF STRATEGIC PLAN 2015–2020:**

### **GOAL 1: Creating a student-centered culture: student success, student engagement, and parent-student satisfaction.**

A critical element for a thriving Tuskegee is the supporting of its primary constituents—the students. The judgement of the institution and its next President’s work will be how prepared students are to lead fulfilling lives, in an increasingly changing world, upon graduation. The next President will marshal all available University resources toward this effort—academic advising, research prizes/fellowship advising, leadership and student group activities, educational experiences abroad, experiential learning, and other initiatives aimed at enhancing students’ intellectual, cultural, social, and professional development. The President will ensure that there are explicit connections between students’ classroom and co-curricular experiences and the world they will engage once leaving Tuskegee. One specific demonstration of this must be robust corporate partnerships/relationships generating student internship/co-op experiences and job placements.

Over the next several years, this President will streamline the registration process, strengthen the residential experience, increase the number of research opportunities, expand Tuskegee’s international footprint in the way of institutional partners for study abroad, augment learning innovations through technology in and out of the classroom; and, in conjunction with the Provost’s office, build a contemporary, multi-disciplinary curriculum.

The overall desired outcomes here are (1) 100% undergraduate student co-curricular engagement and (2) 50% or more student and parent satisfaction in academic student services.

### **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. A central charge of the new President will be to lead the implementation of a coherent IT strategy and building the infrastructure required to affect its ambitions. This will include, but will not be limited to, completing program reviews of all academic programs and implement a standard cycle of reviews, enhancing curriculum offerings while centralizing the

role of technology in teaching and research, fortifying the University's data integrity/installing a data warehouse and technology platforms for academic assessment of program/student learning outcomes, and establishing and growing online degree program offerings and enrollment.

The next President will bring a keen understanding of this work as well as an eagerness to work closely with the faculty, the library, student affairs personnel, and others invested in student success, to build state-of-the-art, versatile, wireless, learning and creative spaces that enable students, faculty, and staff to accelerate, deepen, and ultimately transform their many forms of engagement in a digital world.

Key desired outcomes here, among others, are (1) the achievement of a Master's Large Carnegie Classification (2) a 30% increase in research grants, and (3) a 30% increase in public and private fundraising within each academic unit.

### **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 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. Tuskegee's 8th President will insist on effective, persistent, and increasingly smarter use of data. Working with existing key leadership, and recruiting new leadership if and where necessary, she or he will oversee the creation of the infrastructure required to integrate critical functions of institutional research (IR), institutional assessment and institutional effectiveness across the University. In so doing, the President will equip the University to leverage data for a wide range of priorities: budgeting and financial planning, enrollment projections, scorecards for productivity analyses, student retention and success, federal and state reporting, regional and specialty accreditation reporting, assessment of student learning outcomes, program outcomes, salary analyses, and other projects.

Under the President's leadership, the improved IR function will enhance performance, improve reporting, increase automation, and streamline delivery of strategic information across the University. The President will also establish clear lines of delegation, empowering senior staff to make challenging and informed decisions – including transitioning personnel out of key roles where necessary – ensuring that she or he has the time and space to attend to affairs befitting a President.

Some of the desired outcomes here are (1) the achievement of a Composite Financial Index (CFI) score of 3.0, (2) attainment of an unrestricted net assets reserve of 5% of basic budget expenditures, (3) the improvement of liquidity to debt ratios, (4) a tenable deferred maintenance budget line, (4) the creation of a deferred maintenance schedule, (5) the decrease of 15 offline buildings to seven in accordance with the newly created Campus Master Plan, (6) full installation of the Ellucian enterprise platform with appropriate modules and training for Human

Resources, Advancement and Development, Payroll, Grants, Student Affairs, Admissions, Financial Aid and other departmental functions, and (7) full installation of Blackboard Analytics for Enrollment Management

**GOAL 4: Obtaining a marked and increased enrollment: Recruitment, retention, and persistence.**

Tuskegee University will always give high priority to attracting, retaining, and graduating an increasingly international student population while affording all students the skills they need to flourish and succeed in a global, cosmopolitan society. Currently, the first to second year retention rate for Tuskegee University is 70% while the persistence rates yields an overall six year graduation rate of 46%. The next President will commit to meaningfully improving these numbers. She or he will also work collaboratively with the Provost, deans, and Vice President for Enrollment Management to effectively plan and budget for changes in enrollment matters – starting with communicating what enrollment choices are made and why, and then forecasting the students and resources necessary to support these choices in a timely and more accurate way. Furthermore, the President will demand that all Tuskegee personnel give high priority to contributing to the work of retention and persistence in all they do. In most cases, that will continue to mean supporting students during their time on campus.

As recruitment goes, the next President will further expand the University's horizons in the US and abroad, in a manner that protects against increased volatility in the current and future geopolitical climate. Her or his plan will promote greater utilization of technology and analysis, greater synergy across units, and ensure further integration of recruiting efforts across all units, and graduate programs in particular. To do so, she or he will assess the enrollment management apparatus and work to streamline processes, reduce bureaucracy, and enhance operational efficiency where possible while increasing the visibility of the University and promoting Tuskegee as a destination of choice for students throughout the South, across the United States, and all over the world. Accordingly, the President will be tenacious in her or his identification of new markets and generative partnerships therein.

The desired outcomes here are (1) to increase the total enrollment headcount to 3,600, (2) increase budgeted full-time enrollment to 2,600, (3) increase the undergraduate graduation percentage to 42%, and (4) to increase 2nd to 3rd year retention to 53%.

**GOAL 5: Fostering a culture of advancement and development: Diverse portfolio of fundraising.**

The University's 8th President will spearhead a comprehensive campaign. It will launch no later than 2020. Its purpose will be nothing short of a full renaissance at Tuskegee.

Applying a keen eye toward assessing the efficiency and reach of the current fundraising apparatus, the next President will make efficient, high impact investments in capacity building. Specifically, she or he will move the University through a campaign readiness test and a capital campaign feasibility study, improve giving modalities for major events including Homecoming and Founders Day, convene a major assembling of prospective donors/corporations as a prelude

to the campaign, and establish a proactive planned giving program. Imbuing this all will be the overarching aims of raising unrestricted aid and capital resources, exponentially growing the endowment, and easing the financial burden on students.

The President will encourage strong marketing and communication in support of the campaign; articulate Tuskegee's present day value proposition and reputation to all key stakeholders, potential supporters, and friends; demand best-practice donor reports, rich with detailed information regarding the impact of contributions to the University; focus on elevating customer service across all administrative departments and academic units; and establish clear standards of accountability and service in all constituent engagements.

The desired outcomes here are (1) an increase of the general fund/unrestricted revenues to \$6M, (2) increasing alumni giving to 35%, (3) increasing estate giving to \$8M, (4) an increase of gifts raised directly allocated to deferred maintenance, restoration, construction to \$5M, and (5) an increase in total giving to \$15M.

## **CAMPUS MASTER PLAN**

Tuskegee University began the development of a 10-Year facilities campus master plan in June 2016. It is intended to serve as a guide in the ongoing development, enhancement and preservation of the campus. The plan outlines a long-term, comprehensive vision for the campus as a supportive environment for instruction, research, and service consistent with *The Tuskegee Trajectory*, the University's 2015-2020 Strategic Plan. The campus plan identifies policies, strategies, and priorities to inform investment in the campus over the next decade to improve the character, function, and efficiency of the University.

Review the full plan:

<https://www.tuskegee.edu/Content/Uploads/Tuskegee/files/News/CampusMasterPlanExecutiveSummary-Final.pdf>

## **ADDITIONAL KEY OPPORTUNITIES & CHALLENGES**

***Insist on a culture of accountability, transparency, and responsiveness among administration, faculty, and staff.***

Tuskegee's student and alumni community, near and afar, is an active one that cares deeply about and holds distinct and varied views on the University and its future. It is essential that the next President possess the energy and ability to engage and communicate with them as a whole, and demand the highest level of responsiveness, at all levels of the University. The next President must be a visible and active presence both on and off-campus, and have the cultural fluency and sensitivity necessary to engage in conversations about complicated issues. She or he must be proactive and resourceful as a communicator, encouraging officers of the University to take pride in timely, transparent, and thoughtful communication as it relates to the business of Tuskegee and its many stakeholders.

***Foster a strong relationship with the City of Tuskegee, Macon County, and the broader region, while also serving as a key stakeholder in the City's growth and economic development.***

Tuskegee is poised for growth. Current private and commercial real estate activity present an enormous opportunity for the University and the next President to partner locally, take reasonable risks, and reimagine what is possible for the areas immediately adjacent to and surrounding the campus.

Ambitious cities require ambitious partners. Tuskegee University's next President will need to be a consummate bridge-builder, strengthening and expanding connections to community organizations and the business and industrial sectors to address employer needs and, in turn, seek their advocacy.

The President will sustain corporate and civic partnerships in the Tuskegee community and in the state of Alabama, laying the groundwork for sustained mutual benefit between Tuskegee, its beloved host city, and a cadre of state influencers and policy-makers.

***Empower faculty to sustain the University's mission of world-class teaching, scholarship, and service.***

The academic enterprise thrives when the University's talented faculty and staff thrive. The President must focus on supporting conditions for quality instruction, innovation, creativity, and inclusive excellence. The President will nurture and sustain an environment of professional development that contributes to recruitment and retention and that impacts teaching, scholarship, and service. The successful candidate will support faculty in partnership building and in raising funds to support their work, including seeking additional funding to support Tuskegee's teaching mission and the capacity of faculty and staff to be successful researchers and scholars. The President must be attentive to and supportive of matters of shared governance; she or he must be adept at cultivating trust, effective dialogue, and openness in planning and decision-making and at communicating with the Faculty Senate; and providing opportunities for them to engage senior leadership and the Board, with meaningful regularity and depth.

Championing the humanities, social sciences, natural sciences, while driving innovation within STEM and business fields, the President will foster an appreciation of diverse intellectual traditions at Tuskegee. The President will encourage collaboration among academic departments, the creation of cross-disciplinary programs and modern dual majors, and the development of academic initiatives that are responsive to the manifold changes awaiting Tuskegee students in industry and global leadership.

## **QUALIFICATIONS AND EXPERIENCES OF THE 8<sup>th</sup> PRESIDENT**

Tuskegee University seeks an exceptional leader with the vision, leadership qualities, and energy to inspire all of the members of the University community. The Search Committee understands that no single candidate will have all of the ideal qualifications but seeks candidates

with the following experience and abilities:

- **Commitment to Historically Black Colleges and Universities (HBCUs):** A visceral affinity toward and a firm commitment to HBCUs as well as an understanding of the special responsibility required to maintain and advance them; an enthusiasm for articulating their important histories, championing their significance, and advocating for their future, in an increasingly diverse society.
- **A Global Perspective:** An appreciation of the importance of teaching students how to value and thrive in cultures other than their own combined with an understanding of how to integrate a global perspective into the work of an educational institution.
- **A Proven Leader and Visionary:** A record of imaginative and verifiable success that will inspire and earn the confidence of all University constituents; and the proven capacity to weave a compelling and authentic narrative out of the unique history of her/his institutions. The ability to anticipate and plan for the University's future needs and ambitions, the commitment to fortify and, in some cases, create the requisite infrastructure and systems essential therein, and the persistence to lead with courage, through and beyond, the realization of Tuskegee's many aspirations.
- **Professional Distinction and Intellectual Leadership:** Earned doctorate or appropriate degree from an accredited institution of higher learning, and served in a senior level position in academia, industry, or the civic and government sectors; a demonstrated commitment to exceptional scholarly inquiry; appreciation and savvy for recruiting outstanding faculty; an abiding regard for research and teaching; and the capacity to build scholarly programs of significant scale.
- **A History of Successful Fundraising:** The capacity to represent Tuskegee compellingly to donors and a track record of meeting ambitious philanthropic goals; the ability to ignite support among alumni, young and old, and champion the University.
- **Business Acumen:** In addition to fundraising, the President will possess other skills essential to managing an enterprise, such as strategic financial planning, intelligent budgeting, and the development of achievable business plans, analysis, and generation of innovative revenue streams, and prudent expense control.
- **An Experienced Manager:** A demonstrated administrative capacity and ability to develop, inspire, and lead a team capable of managing a multifaceted institution whose recent initiatives and advances have created pressures of many kinds; and also the capacity to think strategically, with others, in a manner that transcends the vexing concerns of the moment. A leader who will collaboratively design and implement an institutional transformation. A leader who possesses working knowledge of SACSCOC principals.
- **Public Presence and Communication Skills:** The President will be an extremely articulate,

persuasive, and sought after writer and speaker, a force for intellectual and professional community building, and possess the charisma and oratory to excite and inspire listeners in any setting. Promote the University through membership on corporate and private boards and she or he will understand the oversight of The State Legislature.

- **Leadership Style:** Gifted in her or his ability to energize faculty, students, staff, parents, alumni, trustees, and external stakeholders, and to persuade audiences locally, nationally, and internationally to believe in Tuskegee's future; a collaborative, inclusive, and transparent leadership style with a willingness to consult, listen, praise, and admonish; an effective negotiator, practiced in the arts of conflict resolution and ombudsmanship; maintaining the highest standards of ethics and integrity.
- **Personal Style:** The President will be enthused by the opportunities and challenges that present themselves at Tuskegee; move easily and with an amiable manner in a wide variety of social milieus; and be comfortable with the extensive travel necessary to meet the challenges at hand. Within the Tuskegee community, the President will be approachable by students, parents, alumni, faculty and staff and demonstrate genuine interest in their impressions of the University. The President will have an appreciation for University engagement with its local community. Must be a person of integrity who will act at all times in the best interest of those he or she represents.
- **A Proven Commitment to Diversity and Inclusion:** A broad experience with diverse cultures and communities, and the proven capacity to embrace diversity in all aspects, including the savvy to recruit, welcome, retain, and build an integrated, inclusive, and diverse culture.
- **Dedication to the Student Mission:** A deep personal commitment to teaching, research, and learning and an affinity for students.

## APPLICATIONS, NOMINATIONS, AND INQUIRIES

Tuskegee University is partnering with Isaacson, Miller in this recruitment. Inquiries, nominations/referrals, and résumés, along with letters of interest, should be submitted confidentially and electronically to:

Monroe "Bud" Moseley, Lionel Anderson, or Joseph Keller  
Isaacson, Miller  
(617) 262 - 6500  
[www.imsearch.com/6399](http://www.imsearch.com/6399)

**Electronic submission of material is strongly encouraged.**

*Tuskegee University is an Equal Opportunity Employer*