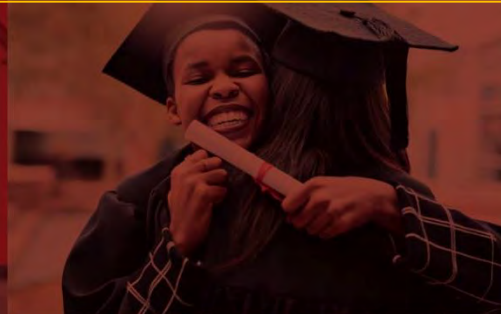




TUSKEGEE UNIVERSITY

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)
Expand undergraduate educational programs by focusing on those that are highly marketable.	Increase number of academic programs reviews to three annually.		Comprehensive Program Review began 1/23
	Evaluate, consolidate, and align existing programs.		Comprehensive Program Review began 1/23
Increase the number of master's and doctoral degree programs.	Needs assessment completed of masters and doctoral programs.		Comprehensive Program Review began 1/23
	Develop enrollment management plans for both graduate and undergraduate programs to achieve Carnegie status by Year 4.		Enrollment Management Plan Draft Completed Fall 2022
Expand our global research activities, locations, and partners	Expand global education and research activities with an emphasis on building global hubs in the Middle East, Africa, Caribbean Islands, and Asia Pacific.		- Global Office expanding collaborations with Nigerian University, Jamaica, Brazil, and Kenya - Global Studies Minor - Passport Fair

OPERATIONAL EFFICIENCY

KEY PERFORMANCE INDICATORS YEAR 1

YEAR 1	Key Performance Indicators	On/above target Ongoing Below target	YEAR 1 Accomplishment(s)
Optimize the use of University resources to fund and support strategic initiatives while maintaining fiscal viability and sustainability.	Evaluate optimum enrollment size to ensure sustainability.		
Create a culture that embraces operational efficiency, best practices, and continuous quality and service improvements.	- Revolutionize and streamline operations to create less paper, less duplication of work. - Explore the rationale for decreasing faculty loads (indirect costs; curriculum sheets). - Customer Satisfaction Surveys 95% (internal and external stakeholders).	  	- Reviewed best practices from other organizations - IT 3.5 million grant to assist with streamlining processes - Workload survey instrument developed - Reviewed Customer Satisfaction Surveys - Customer Services (Point of Contact/Service) begin dissemination SP 23
Increase operational excellence and efficiencies.	- Implementation of electronic performance evaluation and review processes. - Faculty and staff satisfaction surveys; 75% satisfaction rate - Explore the rationale for decreasing faculty loads (indirect cost; curriculum sheets).	  	- Faculty Evaluations Spring 2023 - Campus Climate Survey Disseminated Fall 2022 Faculty Evaluations Spring 2023 - Workload survey instrument developed and reviewed

STUDENT EXPERIENCE

KEY PERFORMANCE INDICATORS YEAR 1

YEAR 1	Key Performance Indicators	On/above target Ongoing Below target	YEAR 1 Accomplishment(s)
Build a customer service engagement culture for students that is modeled on the University's core values.	• Student customer service satisfaction surveys; 75% satisfaction.		• Ongoing; student satisfaction over 92% with REACH Retention Services • Entering Student Survey (BCSSE) • Exit Student Survey
	• Increase retention rates and reduce withdrawal, and drop out rates.		• Implemented full-time REACH Advisors Fall 2022 • Implementation of Navigate (EAB) Student App • Faculty Recitation Courses Spring 2023 • University wide Retention Committee launched • Ranked #1 Retention -Chronicle of Higher Education
Increase recruitment and enrollment of undergraduate students	• Develop Enrollment Management Plan.		• Enrollment Plan draft submitted Fall 2022
	• 5% annual increase in undergraduate enrollment.		• Optimize recruitment efforts; Implementation of SLATE CRM

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.	Develop Standard Grants Administrative Policies and Procedures that clarify, specify and formalize expectations criteria in full compliance with grant award.		Taskforce fact finding and collecting best practices regarding policies and procedures (FACT FINDING)
	Grants management software in place and operational by Year 2.		Taskforce fact finding and collecting best practices regarding policies and procedures (FACT FINDING)
Increase external funding to support research, Innovation , and entrepreneurship.	Increase in external funding to support research, innovation, and entrepreneurship 5% annually.		
Expand and enhance Tuskegee University research facilities.	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.	Complete a compensation analysis.		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.	Student satisfaction with faculty teaching and professionalism; 95%.		- Course Evaluations disseminated Fall 22; dissemination sett Spring 23 - Ongoing Course Evaluations
Increase the number of endowed professorships and chairs through enhanced fundraising initiatives.	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)
Update the campus master plan improving the campus infrastructure.	Update campus master plan.		
	Create plan for facilities renovations and development.		
	Remediate health and safety issues within residence halls and classroom buildings.		- Classroom upgrades - ADA campus enhancements
Enhance technology throughout the University campus to support digital security and academic excellence.	Develop digital-readiness technology plan		In progress-IT 3.5 million grant to enhance and improve University technology
Create an engaging philanthropic culture to support fundraising and gifts from alumni, corporations, and individuals	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.	• Implement athletic electronic ticket management system.		• Online ticketing implemented Fall 2022
	• Complete Athletics Facilities Plan (AFP) aligned with University Master Plan.		Researching other division schools for compensation and organization structure SP'23 estimated completion
	• Increase retention of student athletes by 3%.		Partnering with REACH for Athletic Study Halls
	• Increase the competitiveness of athletic teams in SIAC Championships.		Ongoing
	• Annually increase revenue from athletic operations by 10% .		Baseline data requested to compare Fall 22
Expand the number of staff to support athletic teams.	• Complete Athletic Compensation Analysis.		Researching other division schools for compensation and organization structure SP'23 estimated completion
	• Implement Athletic Compensation Plan/Structure.		

COMMUNITY AND STRATEGIC PARTNERSHIPS

KEY PERFORMANCE INDICATORS YEAR 1

YEAR 1	Key Performance Indicators	On/above target Ongoing Below target	YEAR 1 Accomplishment(s)
Establish the Tuskegee University Community Engagement and Innovation Center to build strategic partnerships and community engagement.	Develop a plan for the Community Engagement and Innovation Center to include a fundraising plan.		- 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
Conduct multidisciplinary community-based research by Tuskegee University faculty, staff, and students.	Increase annually 3% the number of Tuskegee community, local businesses, and national businesses opportunities for Tuskegee students.		Assessing present Tuskegee community, local businesses, and national businesses opportunities for Tuskegee students.