THE TUSKEGEE TRAJECTORY

# TUSKEGEE UNIVERSITY
# STRATEGIC PLAN
2015-2020

TUSKEGEE UNIVERSITY

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*#TrustTheTuskegeeTrajectory # TrustTheTuskegeeTradition*

**MISSION**

Tuskegee University is a national, independent, and state-related institution of higher learning that is 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.

Over the past century, various social and historical changes have transformed this institution into a comprehensive and diverse place of learning whose fundamental purpose is to develop leadership, knowledge, and service for a global society. Committed deeply to academic excellence, the University admits highly talented students of character and challenges them to reach their highest potential. The University also believes strongly in equality of opportunity and recognizes that exquisite talent is often hidden in students whose finest development requires unusual educational, personal, and financial reinforcement. The University actively invites a diversity of talented students, staff, and faculty from all racial, religious, and ethnic backgrounds to participate in this educational enterprise.

**SPECIAL ELEMENTS OF THE UNIVERSITY'S MISSION**

**Instruction:**
- We focus on education as a continuing process and lifelong endeavor for all people.
- We provide a high quality core experience in the liberal arts.
- We develop superior technical, scientific, and professional education with a career orientation.
- We stress the relationship between education and employment, between what students learn and the changing needs of a global workforce.

**Research:**
- We preserve, refine, and develop further the bodies of knowledge already discovered.
- We discover new knowledge for the continued growth of individuals and society and for the enrichment of the University's instructional and service programs.
- We develop applications of knowledge to help resolve problems of modern society.

**Service:**
- We serve the global society as well as the regional and campus community and beyond through the development of outreach programs that are compatible with the University's educational mission, that improve understanding of community problems, and that help develop relevant alternative solutions.
- We engage in outreach activities to assist in the development of communities as learning societies.

**LAND GRANT MISSION**

The above three elements of mission, together with certain acts of the United States Congress and the State of Alabama, define Tuskegee University as a land grant institution. Originally focused primarily on agriculture, the University's land-grant function is currently a generic one that embraces a wide spectrum of liberal arts, scientific, and technical and professional 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.

**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
- Academic Innovation and Leadership
- 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 a 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.

The current cycle of strategic planning at Tuskegee University began in April 2015 with the establishment of the Master Steering Strategic Planning Committee comprised of faculty, staff, and students from various departments at the University.  The committee's purpose was to direct the strategic planning process.  The University president assigned the committee members and engaged the team with key objectives and accreditation requirements.

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 subcommittee 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.  Initial input from faculty and staff was obtained at the annual All-University Conference through breakout sessions in the morning and afternoon.  The conference, required for faculty and staff, marks the beginning of the new academic year.

***SACSCOC Core Requirement 2.5*** - *The institution engages 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)*

The University's strategic plan is the central source of direction for the University, and serves as the ongoing basis for making decisions, allocating resources, and measuring the effectiveness of the plan annually. The strategic plan serves as the common grounding for all academic, student support and administrative units within the University as they engage in their own planning and measurements of effectiveness. (Goals and outcomes within individual and separate units are linked to each of the institution's 5 Strategic Priorities. These are then measured and assessed annually within each unit to reflect on the unit's effectiveness towards achieving these priorities. These assessments are contained within the university's Campus Labs Planning Module. *See appendices for Campus Labs visuals*.)

Furthermore, while the strategic plan is the foundation for institutional effectiveness in a general sense, the plan also more specifically shapes the formal Institutional Effectiveness (IE) process. Lastly, academic programs at Tuskegee University will begin to undergo a formal program review progress conducted by external peers in their disciplines. These program reviews provide data and decisions that support the IE process, and will in turn be influenced by the IE process and the overarching strategic plan.

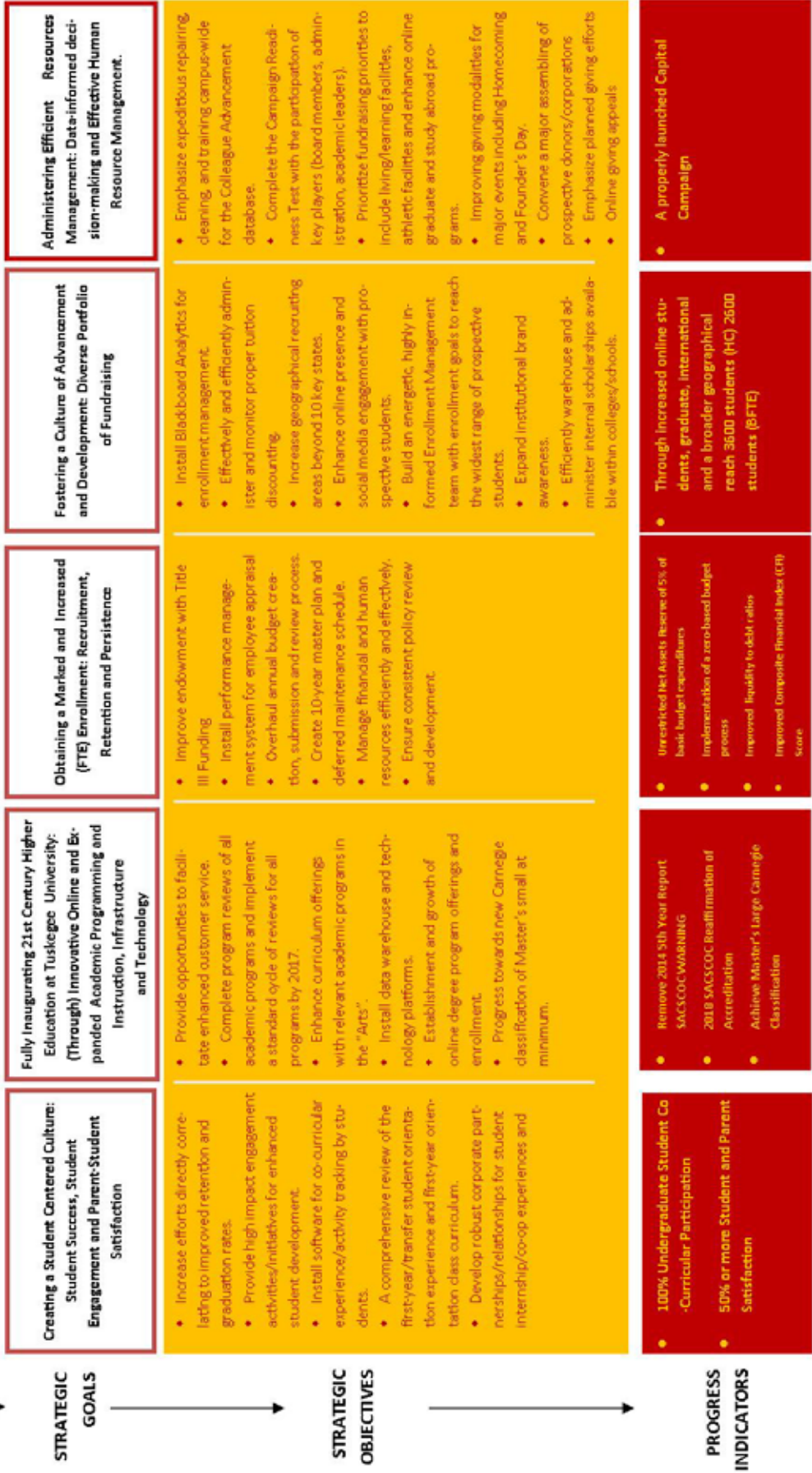| TIMEFRAME | ACTIVITIY |
|---|---|
| April-July 2015 | Master Steering Strategic Planning Committee Meetings |
| August 14, 2015 | All-University Conference Strategic Planning Focus Groups for Faculty/Staff |
| September 30, 2015 | Strategic Planning Focus Groups for Students, Faculty/Staff, Local Community #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 |
| March 19, 2016 | Strategic plan unanimously approved by Board of Trustees at spring meeting |

# 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 is 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 student through data-informed, outcomes-oriented and knowledge-based 21st century higher education management.

| STRATEGIC GOALS | 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 | Obtaining a Marked and Increased (FTE) Enrollment: Recruitment, Retention and Persistence | Fostering a Culture of Advancement and Development: Diverse Portfolio of Fundraising | Administering Efficient Resources Management: Data-informed decision-making and Effective Human Resource Management. |
|---|---|---|---|---|---|
| **STRATEGIC OBJECTIVES** | • Increase efforts directly correlating to improved retention and graduation rates. <br> • Provide high impact engagement activities/initiatives for enhanced student development. <br> • Install software for co-curricular experience/activity tracking by students. <br> • A comprehensive review of the first-year/transfer student orientation experience and first-year orientation class curriculum. <br> • Develop robust corporate partnerships/relationships for student internship/co-op experiences and | • Provide opportunities to facilitate enhanced customer service. <br> • Complete program reviews of all academic programs and implement a standard cycle of reviews for all programs by 2017. <br> • Enhance curriculum offerings with relevant academic programs in the "Arts". <br> • Install data warehouse and technology platforms. <br> • Establishment and growth of online degree program offerings and enrollment. <br> • Progress towards new Carnegie classification of Master's small at minimum. | • Improve endowment with Title III Funding <br> • Install performance management system for employee appraisal <br> • Overhaul annual budget creation, submission and review process. <br> • Create 10-year master plan and deferred maintenance schedule. <br> • Manage financial and human resources efficiently and effectively. <br> • Ensure consistent policy review and development. | • Install Blackboard Analytics for enrollment management. <br> • Effectively and efficiently administer and monitor proper tuition discounting. <br> • Increase geographical recruiting areas beyond 10 key states. <br> • Enhance online presence and social media engagement with prospective students. <br> • Build an energetic, highly informed Enrollment Management team with enrollment goals to reach the widest range of prospective students. <br> • Expand institutional brand awareness. <br> • Efficiently warehouse and administer internal scholarships available within colleges/schools. | • Emphasize expeditious repairing, cleaning, and training campus-wide for the Colleague Advancement database. <br> • Complete the Campaign Readiness Test with the participation of key players (board members, administration, academic leaders). <br> • Prioritize fundraising priorities to include living/learning facilities, athletic facilities and enhance online graduate and study abroad programs. <br> • Improving giving modalities for major events including Homecoming and Founder's Day. <br> • Convene a major assembling of prospective donors/corporations <br> • Emphasize planned giving efforts <br> • Online giving appeals |
| **PROGRESS INDICATORS** | • 100% Undergraduate Student Co-Curricular Participation <br> • 50% or more Student and Parent Satisfaction | • Remove 2014 5th Year Report SACSCOC WARNING <br> • 2018 SACSCOC Reaffirmation of Accreditation <br> • Achieve Master's Large Carnegie Classification | • Unrestricted Net Assets Reserve of 5% of basic budget expenditures <br> • Implementation of a zero-based budget process <br> • Improved liquidity to debt ratios <br> • Improved Composite Financial Index (CFI) Score | • Through increased online students, graduate, international and a broader geographical reach 3600 students (HC) 2600 students (BFTE) | • A properly launched Capital Campaign |

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 success through initiatives designed to increase retention, persistence and graduation rates, the University will 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 for a thriving Tuskegee is the supporting of its primary constituents—the students. This support contributes to the retention of current students and parent satisfaction while also attracting new students.  This success will be fostered by: 1) reviewing the current orientation of incoming students ensuring awareness of all university resources; 2) a streamlined process for students enabling a one-stop service location for registration, financial aid, bill payment and some advising; 3) periodic surveying of students and parents for satisfaction; 4) a staff position dedicated solely to the coordination of activities related to student retention; and 5) constant assessing of student services including advising and career services.

The comprehensive development of students occurs not only through curricular instruction, but co-curricular learning experiences which develop the student beyond the classroom and allow for faculty/staff interaction outside of the classroom. Tracking 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, increased on-campus activities, and enhanced mentoring activities.

**OUTCOMES**
- 100% Undergraduate Student Co-Curricular Engagement
- 50% or more Student and Parent Satisfaction in Academic Student Services

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 informed by best practices and data, fully utilizes technology while meeting the needs of its customers, both students and industry, and 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.

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

Tuskegee University is consistently ranked as 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  awarding of advanced and professional degrees and its size, the University will work towards a new Carnegie classification.  The Carnegie Classification is the leading framework for recognizing and describing institutional diversity in the United States.  Classifications range from the highest classification of a Research One (R1: Doctoral University-Highest research activity) to other classifications including Master's (Small, Medium, or Large) and Baccalaureate Colleges: Arts & Sciences Focus.  A new classification provides increased levels for grantsmanship and enrollment numbers, along with the opportunity for increased research capacity and attracting research faculty.  The University's current Carnegie Classification is "Master's Small".

**OUTCOMES**
- Remove 2014 5th Year Report SACSCOC Warning
- Achieve a Successful 2018 SACSCOC Reaffirmation of Accreditation Bid
- Achieve Master's Large Carnegie Classification
- 10 or More Online Degree or Certificate Programs
- Implement Academic Program Review
- Increase Research Grantsmanship 30%
- Increase Public and Private Fundraising within Colleges 30%

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.

**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 10-Year Campus master plan.
- Create a 10-year deferred maintenance schedule.
- Manage financial and human resources efficiently and effectively.
- Ensure consistent policy review and development.
- Complete program reviews of all academic programs and implement a standard cycle of reviews for all programs by 2017.
- 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 ensure resources are administered and managed efficiently. Personnel are key to daily operations and the performance appraisal system will be utilized for annual employee evaluation. The budget process will be overhauled to a zero-based budgeting process ensuring best practices in higher education while affording the opportunity to 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 they are up to date and are available to all University community members via the University's website. The University will establish, in particular, policies revolving around capital projects and construction, long-term debt, and liquidity to debt ratios in concert with the board of trustees.

Efficient resource management will greatly enhance the fiscal position of the University and demonstrate 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.  Ultimately, in 2020 the University will have a measurably improved Composite Financial Index (CFI) score.

**OUTCOMES**
- Achieve a Composite Financial Index (CFI) Score of 3.0
- Attain to an Unrestricted Net Asserts Reserve of 5% of basic budget expenditures
- Improve Liquidity to Debt Ratios
- Insert Deferred Maintenance Budget Line
- Create Deferred Maintenance Schedule
- Create Campus Master Plan
- Decrease 15 offline buildings to 7
- Fully Install Ellucian Platform with appropriate modules and training for Human Resources, Advancement and Development, Payroll, Grants, Student Affairs, Admissions, Financial Aid and other areas.
- Fully install Blackboard Analytics for Enrollment Management

Enrollment growth through 21st century enrollment management practices, along with increased retention and graduation rates enhances a key revenue source for providing 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 University includes utilizing 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 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's 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. 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 are 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.

**OUTCOMES**
- Increase Enrollment Headcount to 3600
- Increase Budgeted Full Time Enrollment to 2600
- Increase Graduation Percentage from 42%~
- Increase 2nd to 3rd Year Retention from 53%~

Diversify the portfolio of fundraising to include an admixture of restricted and unrestricted major gifts from foundations/corporations, alumni, board of trustees, and general fund gifts with a primary allocation towards 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 enhance online graduate programs and study abroad. Prioritize unrestricted or demonstrated budget-relieving fundraising (e.g. living/learning facilities, student engagement initiatives) in light of critical challenges of 15 offline buildings and $143 million~ in deferred maintenance.
- 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.
- Establish a proactive planned giving program.
- Continued online giving appeals.
- Properly launch a capital campaign no later than 2020.

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

Achieving a diverse portfolio of fundraising means personnel must be fully knowledgeable of effective fundraising techniques and proficient in systems/technologies currently being used for donor and prospect management. The Board of Trustees efforts committed to enhancing and strengthening the University's capabilities in the area of fundraising are inclusive of financial support for ensuring a high-impact development team employing best practices in fundraising while redoubling its own effort toward identifying sources for major gifts.

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 calendar year 2015, 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

**OUTCOMES**
- Increase General Fund/Unrestricted revenues raised to $6 million
- Increase Alumni Giving percentages to 35%
- Increase Estate giving to $8 million
- Gifts raised directly allocated to deferred maintenance, restoration, construction to $5 million
- Only 7 offline buildings by 2020
- Increase total giving to $15M

Tuskegee University's glorious tradition provides the foundation during this time of transition. Compelled to be 21st century equipped, efficient resource managers, innovative fundraisers and student centered, this plan outlines the priorities and goals ensuring our continuity as one of the foremost educational institutions in the state of Alabama, the nation and the world.

Moving forward, it guides us in our next steps for implementation across units who will have specific responsibilities toward the goals. Units will be charged with creating specific measurable actions and outcomes directly linked to achieving the strategic plan goals.

Our motto, "Scientia Principatus Opera", translated Knowledge, Leadership, Service, is at the core of both our identity as an institution of higher learning producing competent service-oriented graduates and our trajectory. Poised with a foundation of instruction, research and service, we will continue with our positive impact on today's and tomorrow's society.

*An example of how individual units can link all efforts to the strategic goals for report generation of University-wide progress towards each individual strategic plan goal.*

*This screenshot is again an overview of how the system allows management of the strategic goals and all associated unit priorities and outcomes linked to the goals. Population of the platform by units allow for comprehensive report generation on all progress towards strategic goals.*