



LEADERSHIP PROFILE

THE SEARCH FOR
THE 10TH PRESIDENT



BOOKER T. WASHINGTON
1856 1915

HE LIFTED THE VEIL OF IGNORANCE
FROM HIS PEOPLE AND POINTED
THE WAY TO PROGRESS THROUGH
EDUCATION AND INDUSTRY

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WHO WE ARE

Tuskegee University is one of the nation's most prestigious Historically Black College and Universities (HBCU), strategically located in Tuskegee, Alabama, two hours from Atlanta, Georgia. A global leader in the education of African-Americans who aspire to contribute and uplift every aspect of society, Tuskegee is dedicated to academic excellence in Research, Science, Medicine, Engineering, Mathematics, Technology, Architecture, Liberal Arts, Military Leadership and the students, leadership intellectual creative and leadership development.

Through intense quantitative and qualitative research, creative learning modalities, strong community, industry and government relationships, Tuskegee empowers the whole person - head, heart and mind - to engage in many cultures of the world, to impact and drive positive change.

Tuskegee University A Brief History: A Legacy of Leadership

Established in 1881, Tuskegee University - *"The Pride of the Swift Growing South"* - was founded in a one-room shanty near Butler Chapel, AME Zion Baptist Church. Thirty adults represented the first class - **Dr. Booker T. Washington was the first teacher.** Credit and homage must be offered to **George Campbell**, a former slave owner, and **Lewis Adams**, a former slave, tinsmith and community leader, for their roles in the founding of the University.

Adams had not received a formal education but could read and write. In addition to being a tinsmith, he was a shoemaker, harness-maker and possessed experience in other trades.

When **Col. W.F. Foster** was a candidate for re-election to the Alabama Senate, he approached Lewis Adams about the support of African Americans in Macon County, Alabama. In exchange for money or securing the black vote (for Foster), Adams told Foster he wanted an educational institution - a school - for his people. Col. Foster carried out his promise with the assistance of his colleagues in the House of Representatives.

On July 4, 1881, House Bill 165 was passed for the establishment of a "Negro Normal" School in Tuskegee, Alabama. A \$2,000 appropriation, for teacher's salaries, was authorized by the legislation. Lewis Adams, Tom Dryer and M.B. Swanson formed the board of commissioners to organize the school. There was no land, no buildings, no teachers, only the State legislation authorizing the school. **George W. Campbell** subsequently replaced Dwyer as a commissioner and Campbell, through his nephew, sent word to Hampton Institute in Virginia, that the newly established "Normal School" was looking for a teacher.





Dr. Booker T. Washington received the approval and set forth to make the Adams dream possible. He was principal of the school from July 4, 1881, until his death in 1915.

The initial space and building for the school was provided by the Butler Chapel AME Zion Church. Not long after its founding, the campus was moved to a "100 acre" abandoned plantation, which became the nucleus of the present site.

Tuskegee rose to national prominence under the leadership of Dr. Washington.

During his tenure, the school gained institutional independence in 1892, allowing The Tuskegee Normal School and the Industrial Institute, to act independently of the state of Alabama.

Among his many talents, Washington was a highly skilled organizer and fundraiser, counsel to American presidents, a strong advocate of Negro businesses, and instrumental in the development of educational institutions throughout the South. He maintained a lifelong devotion to his institution and home - the South. Dr. Washington was succeeded by Dr. Robert R. Moton in 1915.



Dr. Robert R. Moton served as the **second president** of the Tuskegee Normal School from 1915-1935. He was an advocate of American servicemen and woman and traveled to France in support of Black soldiers during World War I. During his tenure, he worked with the federal government to establish the Tuskegee Veteran's Administration Hospital, on land donated by Tuskegee. The hospital opened in 1923 and was the first of its kind to be fully staffed and operated by Black professionals. Dr. Moton also began work on the establishment of the School of Veterinary Medicine, which would be later completed by Dr. Frederick D. Patterson. Moton was succeeded by Dr. Patterson in 1935.



Dr. Frederick Patterson **served as the third president** of Tuskegee from 1935-1953. Dr. Patterson established the first program in veterinary medicine at an Historically Black College or University. Today, nearly 75 percent of all Black veterinarians in America, are Tuskegee graduates. Dr. Patterson also founded the United Negro College Fund (UNCF) and launched the Tuskegee Airman project at Moton Field. The Airman continue to be America's most proficient military fighter pilots, rarely losing a bomber under their escort of enemy fire. Dr. Patterson was succeeded by Dr. Luther H. Foster, Jr. in 1953.



Dr. Luther H. Foster **served as the fourth president** of Tuskegee from 1953-1981. Foster led Tuskegee through the transformational years of the Civil Rights Movement. Student action, symbolized student martyr and Student Nonviolent Coordinating Committee member Sammy Younge, as well as legal action represented by Gomillion versus Lightfoot (1960), attest to Tuskegee's leadership in that pivotal era. The educational and economic empowerment models of Tuskegee, laid the groundwork for the Movement. Dr. Foster was succeeded by Dr. Benjamin F. Payton in 1981.



Dr. Benjamin F. Payton **served as the fifth president** of Tuskegee Institute from 1981-2010. Under his leadership, he continued the University's legacy of leadership. He established the Tuskegee University Center for Bioethics in Research and Health Care, The Tuskegee Airmen National Historical Site, constructed the General "Chappie" James Center for Aerospace Science and Health Education, The Kellogg Conference Center, one of 12 worldwide, expansion of the historic Dorothy Hall. He also constructed the largest athletic arena in the SAIC conference.

In 1985, Tuskegee attained University status and began offering doctoral programs in integrative biosciences, material science and engineering. The College of Business and Information Sciences was established and professionally accredited and the Colleges of Engineering, Physical Science and Architecture were expanded to include the only Aerospace Engineering department at an HBCU at the time. Dr. Payton was succeeded by Dr. Gilbert R. Rochon in 2010.



Dr. Gilbert Rochon **served as the sixth president** of Tuskegee University from 2010-2013. During his tenure, Dr. Rochon vowed to "Bring the World to Tuskegee and Tuskegee to the World," through new scientific approaches for geospatial space exploration, embedded research in nanotechnology, energy conservation and sustainability programs.

Dr. Rochon was appointed by Alabama Governor, Robert Bentley to serve on the College and Career Ready Task Force. Rochon was succeeded by Dr. Brian L. Johnson in 2013.



Dr. Brian L. Johnson **served as the seventh president** of Tuskegee University from 2014-2017. During his tenure, Dr. Johnson laid the foundation for transforming Tuskegee University into a 21st Century, data-informed, outcomes-oriented and knowledge-based institution of first choice. He developed the Tuskegee University Strategic Plan, *The Tuskegee Trajectory* and its Working Vision Document, to set forth the baseline and desired outcomes for future years. Dr. Brian Johnson was succeeded by Dr. Lily McNair in 2018.



Dr. Lily McNair, was the **first female and eighth president** of Tuskegee University, in its 136-year history. She served from 2018-2020. Under her leadership, she adopted the motto "Excellence in Every Way," stressing the need and importance of academic rigor, service excellence and cooperative relationships among all stakeholders and the broader Tuskegee community. During her tenure, Dr. McNair brought forth the largest single philanthropic gift, received by the university. In 2020, she was succeeded by our current president, Dr. Charlotte P. Morris.



Dr. Charlotte P. Morris was selected to serve **as the ninth president** of Tuskegee University. The Tuskegee University Board of Trustees proudly made the announcement that interim President Dr. Charlotte Morris has been elected the ninth president, effective Aug. 1, 2021. Dr. Morris is the second woman President of the University. For almost 40 years, Dr. Morris has served in several roles at Tuskegee University, including Interim President three times, Chief of Staff to the fifth president and Secretary to the Board of Trustees. Dr. Charlotte P. Morris has been committed to leading the University as "One Tuskegee."

COMMUNITY ENGAGEMENT



Tuskegee, Alabama is a small rural community whose rich history dates back to slavery, the Civil War, and the Civil Rights Movement.

The city was founded in 1833 by General Thomas Simpson Woodward, a U.S. Army veteran, who served under Andrew Jackson during the Creek War. Tuskegee was incorporated in 1843 and remains the largest city in Macon County, Alabama. It is the home and birthplace of notable Civil Rights Leader Rosa Parks, Researcher and Scientist George Washington Carver and the burial ground of Booker T. Washington, Founder of Tuskegee University. It is also the home and training ground to the Tuskegee Airman Fighter Pilot and Bomber Groups and the airmen pilot training facility, located at Moton Field, on the campus of Tuskegee University.

Tuskegee, is an important part of African-American history and highly influential in U.S. history, since the 19th century. Prior to the Civil War, the city was developed for cotton production. As such, it was highly dependent on enslaved labor to

advance cotton production. After the Civil War, the economy was primarily agricultural-based, with cotton, peanuts and corn crops being the **top earners**.

Throughout the 1970s and 1980s, Tuskegee experienced significant commercial economic growth and development, while reducing its reliance on agriculture. The emergence of Black-owned firms, significant employment opportunities at the John Andrew Hospital, Tuskegee University, the Veterans Administration, retail businesses, banking and commerce, healthcare and small manufacturing businesses, enabled the formation of the African-American middle class in Macon County.

Despite the city's economic growth and historical significance, Tuskegee continued to face economic hardship, high poverty rates and limited job opportunities. Over the next two decades, the city witnessed a sharp decline in business growth, a rise in crime and drug use, leading to increased police presence. There are a number of factors that contributed

to poverty and an overall decline of the city:

Racial Segregation and Discrimination

Tuskegee has a long history of segregation and racial discrimination, which has resulted in unequal access to resources, job opportunities, education and ongoing cycles of poverty for African Americans.

Lack of Economic Opportunity

Tuskegee was home to several industries, which provided high paying jobs to its residents. However, the decline of these industries over time, has contributed to high unemployment, an increased

CITY OF TUSKEGEE BY THE NUMBERS

Population: 9,125 (8% increase...last three years).

-Black or African-American/non-Hispanic: 93%
-White; non-Hispanic: 5%
-2 or more races/non-Hispanic: 1%
-White (Hispanic): 0.23%
-Asian (non-Hispanic): 0.23%

Females: 57%, **Males:** 43%
Over the age of 65: 18%

Median Age: 27

Education:
-H.S. Diploma: 83%
-Bachelor's degree or higher: 27%

Median Income: \$32K
**Per capita income: \$20K

Unemployment Rate: 5.0%
(as of Sept. 2023)

Persons in Poverty: 27%

Crime Rate: (Violent and Property): 6.06
per thousand people.

Homeownership: 50%

Households with a computer: 79.2%

Households with Broadband Internet subscriptions: 69%

number of residents living below the poverty line and a degradation in the local economy.

Population Decline

Over the years, Tuskegee's population continued to decline due to exodus of younger residents seeking better education and job opportunities. Hence, the city has lost a substantial number of future leaders and entrepreneurs.

Underfunded Schools

The public schools in Tuskegee are often underfunded, which means that students do not receive the same quality of education as wealthier communities within the state.

Government Corruption

Tuskegee has a history of government corruption that has drained the city's resources and impacted its ability to attract investment.

City of Tuskegee Today

Today, Tuskegee is on the right path to regain its preeminence as a vibrant, thriving city.

New leadership, a nationally recognized university, a rich history, new business ventures, foreign and domestic investment, strategic partnerships with the Macon County Economic Development Authority, Alabama Council for Economic Development, Alabama Department of Commerce, the city of Montgomery and neighboring communities, have positioned Tuskegee to be a major resource and contributor to the economic development within Macon County and across the state of Alabama.

In June 2022, The Regional East Alabama Logistics Park (REAL) began

“Tuskegee is headed in the right direction.”

—Tony Haygood
Mayor, Tuskegee, Alabama

construction along the Interstate 85 (I-85) corridor. This project aims to supercharge economic growth across Macon County. The first building (Building 100) a 168,000-square-foot-facility, is complete and ready for occupancy.

Building 100 represents the catalyst project for a planned 6.2 million square-foot, 638-acre Class A industrial park near the city of Tuskegee. It is anticipated that this new facility will generate more than \$450 million in total economic output, and position the region to attract global businesses. In response, Tuskegee has invested heavily in infrastructure, including power substations, aviation and transportation, new highways, and a regional airport to improve access and connectivity to the city.

Tuskegee also established the Tuskegee Human and Civil Rights Multicultural Center; honoring the city's rich history, culture and legacy of Civil Rights Pioneers. The center serves as a central hub for African American education and entrepreneurship. Visitors from around the world, have been drawn to the center, boosting tourism and interest in business development.

The city has attracted several manufacturing companies to the area. Construction is underway for two manufacturing plants, and

an Aerospace Industrial Village. Workforce training programs are in development to ensure resource availability to meet emerging needs. The city is also revitalizing the downtown areas, adding new retail shops and services.

Overall, these revitalization efforts are changing the quality of life for Tuskegee residents and attracting new businesses and industries to the area. These initiatives demonstrate the power of community, collaboration and importance of investing in small towns to create vibrant and sustainable communities.

“Real Park will better position Macon County To take full advantage of economic growth along The I-85 corridor.”

—Greg Canfield
Secretary, Alabama Department of Commerce.



UNIVERSITY STRATEGIC VISION

In 2021, Dr. Morris, launched, *Embracing the Legacy, Transforming the Future* a bold strategic plan that builds on the legacy of the University; **“to educate the whole person,”** for centuries to come. The plan includes four distinct pillars:

Student Experience and Engagement

Tuskegee has identified key performance metrics for increasing student enrollment, student retention, and graduation rates. Improving student engagement is developed through an emphasis on student “customer service” – ensuring that students have attractive and environmentally safe living accommodations and classrooms for learning – and delivering diversified learning opportunities.

Academic Excellence

Tuskegee’s mission is to advance knowledge, leadership and service through teaching, research, and outreach programs. The University will continuously evaluate and enhance academic program offerings to

prepare students to compete and be leaders in the global community. This goal will be achieved through the delivery of highly marketable programs, additional online and distance education programs, professional certification programs, multi-disciplinary teaching, and an expansion of graduate-level programs and University Partnership Programs.

Enhance Operational Excellence

Pursuing and achieving operational excellence is the foundation for completing the goals, objectives and initiatives identified in the strategic plan. Operational Excellence for Tuskegee will be achieved by improving internal process efficiency, operations, campus facilities, technology, infrastructure and service delivery of educational excellence in all academic programs.

Expand Research, Promote Innovation and Entrepreneurship

Throughout its 136-year legacy, Tuskegee has remained a **pre-eminent leader in educational research and innovation.** In 2023,

the university was **awarded more than \$71 million; (a 26 percent increase over 2022),** in grants to conduct scientific research.

Since 2022, Tuskegee has **earned more than 14 patents for excellence in research and innovation.** Building on this legacy, the University has set forth its goal to **become a Carnegie R2 recognized institution.** This goal will be achieved by elevating its cutting-edge research programs, conducting collaborative research with nationally recognized R1 and R2 institutions, expanding and upgrading its laboratories and centers of excellence, recruiting nationally recognized researchers and fellows in competitive fields of practice, expanding graduate and fellowship programs and ensuring national recognition for faculty research.

By promoting Innovation and Entrepreneurship, students will continue to acquire the skills needed to develop an understanding of the “common knowledge” as defined by the Association of Advanced Collegiate Schools of Business

International (AACSB).

These programs will be interdisciplinary in nature and designed to help students develop a set of frameworks to analyze, comprehend, and enjoy fact-based decisions. They develop a deeper understanding of concepts, ideas, analytical and critical thinking, collaboration skills, decision-making, leadership, planning, organization and problem-solving skills.

Tuskegee is host to various research and collaborative **Centers of Excellence, which complements its academic programs and serves as resource centers for the broader Tuskegee community.**

Academic and Research Centers of Excellence

Research Center for Biomedical Research (RCMI)

The focus of this center is to enhance Tuskegee's capacity to conduct cutting-edge biomedical, clinical and health services research. Specific areas of focus include delivering genomic testing and genotyping services to diverse and underserved populations worldwide.

Center for Sustainable Lightweight Advanced Materials (NSF-CREST):

This center provide research on synthesis of Nano-biomaterials from waste resources.

Partnerships for Research and Education in Materials (NSF-PREM):

Research on multiferroic nanomaterials, fabrication multiferroic polymer films, Fabrication of energy storage devices.

Research training in sustainable packaging and biodegradable polymer composites for the next generation of STEM graduates;

Research on biodegradable

antimicrobial polymer composites, development packaging materials from natural sources, training STEM graduates in multidisciplinary research fields.

Department of Defense-Aerospace Education, Research & Innovation Center: (DoD-AERIC):

The Center provides research on Unmanned Aircraft Systems, Polymeric and Ceramic Matrix Composites, Metals Additive Manufacturing & Ultra High Temperature Ceramic Matrix Composites.

Cyber Security Practice Laboratory:

The Laboratory provides hands-on training on Physical Asset Protection, Security of Local Host, Internet, Network, Industrial and Medical assets, Hacking tools, etc.

The Carver integrative

Sustainability Center: The Carver Integrative Sustainability Center serves as a science-based research and resource center focused on technologies and policies, that enhance profitability and sustainability of small, socially and historically disadvantaged, underserved, beginning, women and veteran farmers, ranchers, landowners; and related cooperatives and rural communities.

1890 Center of Excellence for Farming Systems, Rural Prosperity, and Economic Sustainability. This center along with 18 other regional 1890 land grant universities, partner to leverage, collaborate and share best practices, innovations, technologies and personnel. The goal is to address the profitability, sustainability and prosperity challenges of small farmers, ranchers and forestland owners (SFRL's). Emphasis is placed on socially disadvantaged and underserved farming communities.

Center for Food, Animal Health,

Food Safety and Food Defense

(CFAFSD): This center is a collaborative effort between the School of Agriculture and the College of Veterinary Medicine (CVM). The goal of the center is to conduct and implement cutting-edge research to improve food, safety, promote animal health and food defense, across the state of Alabama.

Road to Early Achievement to a Career High (REACH)

The REACH Center offers a variety of academic enhancement programs, tutoring, mentoring and counseling to ensure students are equipped with the technical and interpersonal skills need to be competitive in the marketplace. Additionally, REACH continue to be a key lever in the improvement of student retention and matriculation rates.

The Booker T. Washington Leadership Institute

The Booker T. Washington Leadership Institute (BTWLI) at Tuskegee University launched in November 2019 with the express purpose of cultivating transformative leadership through a culture of excellence, inclusion, scholarship, and service learning. In keeping with the educational philosophy of Booker T. Washington to educate "head, hand, and heart," the primary aim of the BTWLI is the professional development of individuals who inspire, motivate, and challenge students and others to grow to their fullest potential by preparing them to assume professional and leadership roles, and to become productive citizens in the global society. The BTWLI is committed to facilitating growth and development of individuals through empowerment and inclusion, which will promote a sense of ownership to and alignment of the objectives and goals of smaller units and the larger organization that is Tuskegee University.



STUDENTS AND STUDENT LIFE

Curriculum and Co-Curriculum Engagement

Tuskegee enrolls approximately 2,845 undergraduate, graduate, Ph.D. and Doctor of Veterinary Medicine students, representing 41 states and 13 foreign countries. In addition to a Bachelor of Science or Bachelor of Arts degrees, students can earn dual degrees in various science, business and liberal arts fields, internally or at a number of partner universities. The University employs approximately 800 globally diverse faculty and support staff.

One-third of Tuskegee students enter graduate, medical or professional school immediately upon graduation. Six percent go on to the military, while 60 percent enter full-time employment, resulting in Tuskegee serving as the nation's leading producers of Black engineers, military officers, veterinarian medical students and doctoral candidates in science, technology, engineering and mathematics.

Tuskegee offers an intellectually stimulating community that fosters a commitment to life-long learning, promotes global awareness, sparks a passion for bettering the world, and nurtures meaningful relationships in and out of the classroom. **Tuskegee is home to more than 80 active student organizations** centered around a variety of interests including student government and councils, student ambassadors, academic clubs, fraternities and sororities, as well as organizations focused on political, community service, student clubs, scholarly honor societies, and intramural sport clubs.

The University's physical facilities include more than 5,000 acres of forestry and a campus that includes 100 major buildings and structures. Total land, forestry and facilities are in excess of \$500 million.



RESEARCH AND SERVICE

For more than 136 years, Tuskegee University has enjoyed a vibrant research culture stemming back to the works of George Washington Carver. All students participate in quantitative and qualitative research through various academic programs, independent research projects and nationally recognized programs offered through the: National Science Foundation, United States Dept of Agriculture, Fortune 500 Corporations, Robert Wood Johnson Center, NASA, Dept of Defense, NOAA, Dept of Education, Health and Human Services and the National Historical Preservation Society.

Each year, Tuskegee holds Research Day to showcase and celebrate the scholarly and creative research efforts performed by students and faculty.





LEADERSHIP AND GOVERNANCE

Tuskegee University believes in a transparent and participatory process of rapid decision-making. Supporting this thrust are various processes and structures, which include faculty, staff, and students sharing responsibility with the Board of Trustees for developing policies and making decisions that affect the university. **The Faculty Senate, Staff Senate, Presidents Council, Student Government Association, President, National Alumni Association**, comprised of elected representatives are the primary mechanisms by which these groups actively participate in the governance of the University.

As the fiduciary body of Tuskegee University, the Board of Trustees is responsible for the assets of the University, including its students, real and intellectual property, business and financial affairs, as well as the overall fulfillment of the University's mission and strategic direction. Board members, at all times serve the College as a whole, rather than any particular internal or external constituency thereby preserving the Board's independence and the University's autonomy.

Tuskegee University is dedicated **to including all voices** from all stakeholders and constituents. The Board ensures faculty, students, and alumni representation at all meetings through formally appointed Faculty, Student, and Alumni Trustees. The Board of Trustees sets broad policy, and delegates the day-to-day operation of the University to the President.

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Charlotte P. Morris, Ph.D.
(ex-officio)
President, Tuskegee University

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Alabama House of Representatives



Ray Whiteman
Co-founder and managing partner,
Stellex Capital Management

9TH PRESIDENT OF TUSKEGEE UNIVERSITY

CHARLOTTE P. MORRIS, PH.D.



Dr. Charlotte P. Morris began her current tenure as the ninth President of Tuskegee University on Aug. 1, 2021. Her almost 40-year career at Tuskegee University has included numerous leadership and faculty appointments at the college and university levels. Her most recent prior appointment on November 1, 2020, as interim president was her third appointment to the university's top post-the first having been in 2010 following the retirement of President, Benjamin F. Payton.

Dr. Morris began her tenure at Tuskegee University in 1984 as a faculty member of the now Andrew F. Brimmer College of Business and Information Science. In 1987 she began serving as executive associate/chief of staff to the university president and secretary to the university's Board of Trustees-duties she faithfully performed for 23 years.

During the last eight years in that position, she also served as the director of the university's Title III program and as chair of the university's Convocation and Special Events Committee.

After concluding her first appointment as interim president, Dr. Morris returned to the Brimmer College, where she served as associate dean and professor of management until appointed as the college's interim dean in 2016 upon the retirement of Dean Tejinder Sara.

Prior to her tenure at Tuskegee University, Dr. Morris held various teaching appointments at Trenholm State Community College and Kansas State University. Other higher education experience includes serving as the program associate for planning, management, and evaluation at Mississippi Valley State University. In 2011, she was appointed by the Southern Association of Colleges and Schools Commission on Colleges as a visiting peer review team member.

Dr. Morris completed a Bachelor's of Science degree in business education at Jackson State University, a Master's Degree in Business Administration at Delta State University and a Ph.D. degree in Education and Business Management from Kansas State University. She has completed additional graduate work-level coursework at the Harvard University Graduate School of Education's Institute for Educational Management, higher education administration coursework at Southern Illinois University-Carbondale, and summer institutes in curriculum development in higher education.

Dr. Morris is Golden Life Member of the Montgomery Alumnae Chapter of Delta Sigma Theta Sorority, Inc., a member and former president of the Agnes J. Lewis Women's Club, and a member of the Lilly Missionary Baptist Church where she serves on the usher board, as Sunday School teacher, and as member of the missions' circle. Additionally, she holds/has held membership in the Society for Human Resource Management (SHRM), Beta Gamma Sigma National Honor Society in Business, the Golden Key National Honor Society, the National Council of Negro Women and the American Council on Education.

Among Morris' many accolades are the 2023 National Black College Alumni Hall of Fame Foundation, Legacy of Leaders, Distinguished President of the Year, memberships in the Leadership Montgomery's Class XXIX, Tuskegee University's Distinguished Administrative Staff Achievement Award, Bush Foundation Fellow, Service Award from the Charles Stewart Mot Foundation, and inclusion in the 1992 Who's Who Worldwide. Upon completion of her undergraduate studies, she received the "I Dare You" Award for leadership qualities.

Dr. Charlotte P. Morris was selected to serve as the ninth president of Tuskegee University. The Tuskegee University Board of Trustees proudly made the announcement that interim President Dr. Charlotte Morris has been elected the ninth president, effective Aug. 1, 2021. Dr. Morris is the second woman President of the University. For almost 40 years, Dr. Morris has served in several roles at Tuskegee University, including Interim President three times, Chief of Staff to the fifth president and Secretary to the Board of Trustees. Dr. Charlotte P. Morris has been committed to leading the University as "One Tuskegee."

PRESIDENT'S CABINET



Dr. Charlotte Morris
President



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*Provost and Senior Vice President
for Academic Affairs*



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Chief Financial Officer



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Chief Human Resources Officer



Abraham George
Chief Information Officer



Kellei Bishop Samuels, Ph.D.
*Vice President for Institutional
Effectiveness,
Research, Assessment & Planning,
and SACSCOC Liaison*

FACULTY SENATE

Tuskegee University is the home of world-renown faculty, with 90 percent of them holding terminal degrees.

The faculty as a whole, "has the primary responsibility for such fundamental areas as curriculum, subject matter and methods of instruction, research, fundamental areas as curriculum, subject matter and methods of instruction, research, faculty status, and those aspects of student life which relate to the educational process." The faculty delegates these responsibilities to its duly elected representatives who serve as its Executive Body and who shall constitute the Faculty Senate.

The Faculty Senate meets during fall and spring semesters on the first working Monday of each month from September to April. All faculty members are encouraged to attend the meeting.

STAFF SENATE



Dr. Preston Robinson
Staff Senate Chair
Director of Institutional Research
Office of Institutional Effectiveness



Cassandra Cooper
Staff Senate Vice Chair
University Webmaster Office of
Marketing and Communications



Dr. Courtney Griffin
Staff Senate Secretary
Director of Admissions, Office
of Admissions and Enrollment
Management



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Staff Senate Treasurer
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Reunion Programs, Office of Alumni
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Dawn Calhoun
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Communications Officer
Administrative Assistant for
Department of History and Political
Science



Tiffani Williams
Staff Senate Parliamentarian
Administrative Assistant/Program
Assistant, Department of Agricultural
and Environmental Sciences



Odessa Agalaba
Library Assistant
Ford Motor Company Library



Reginald Howell
Audio Visual Technician
Office of Information Technology



Lennora Muti'ah Pierrot
Manager of Special Collections, Ford
Motor Company Library



Carmalita Pollard
Office Manager, Department of
Agriculture and Environmental
Science



Brianna Preston
Administrative Assistant, Ford Motor
Company Library



Dawnelle Robinson
Associate Vice President for Business
Affairs/Controller, Office of Business
and Fiscal Affairs



Michael Thurman
Academic Advisor, R.E.A.C.H. Center

FINANCIAL OVERVIEW

Tuskegee University has a healthy financial outlook. In addition to growing demand proven by annual applications more than doubling over the past five years, the university prides itself on maintaining a balanced budget, proactively managing long-term debt and aggressively investing their assets for long-term growth.

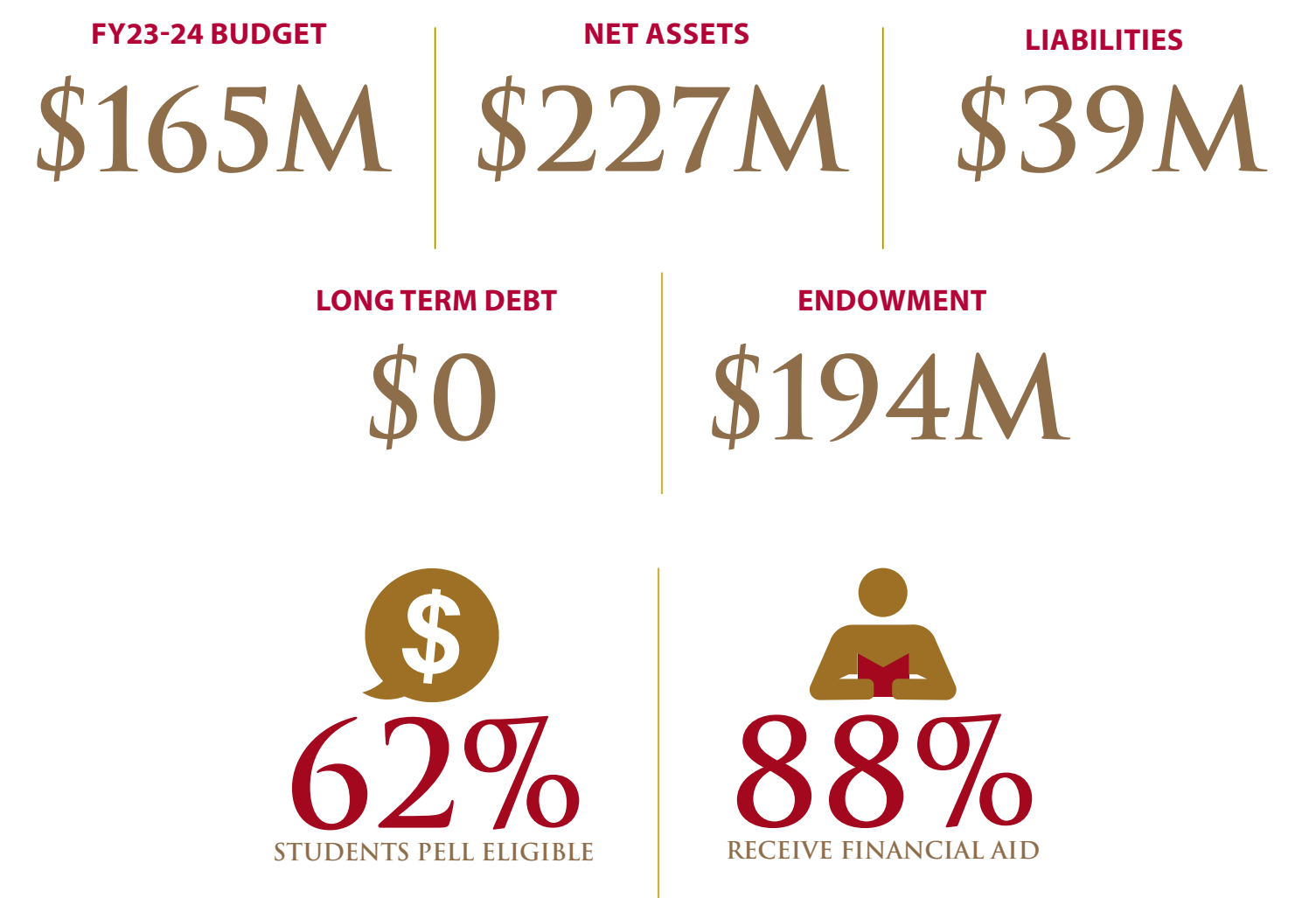
The current FY23-24 budget is approximately \$165 million. Tuskegee’s total net assets are approximately \$227 million. Total liabilities are close to \$39 million, including zero long-term plant debt. Over the past couple of years, Tuskegee’s endowment has remained stable \$184 million (FY22) to \$194 million (FY23 YTD).

The University provides financial aid programs to assist students who do not possess the financial resources to cover educational expenses. **Nearly 62 percent of the students enrolled are Pell Grant eligible and more than 88% receive some level of financial assistance.**

Tuskegee has a long history of fundraising to support the advancement of student outcomes, research, innovation and infrastructure. University fundraising continues to exceed \$28 million annually.

In 2024, Tuskegee will launch its next capital campaign. The campaign will focus on the tenants of the current strategic plan - including supporting student success, promoting academic innovation, enhancing facilities, technology, operational infrastructure, promoting state-of-the-art research and entrepreneurship.

Collectively, these measures will afford Tuskegee students with a competitive advantage and allow the university to maintain its preeminence as a top university. To date, the university has achieved 75 percent of the targeted goal.





TUSKEGEE TODAY

Tuskegee University is an independent and state-related institution of higher education, which is fully accredited by the Southern Association of Colleges and Schools Commission on Colleges (SASCOC) to award baccalaureate degrees.

Tuskegee’s programs serve a student body that is co-educational as well as racially, ethnically and religiously diverse. With a strong orientation toward disciplines which highlights the relationship between education and work force preparation in the sciences, professions and technical areas, Tuskegee University also emphasizes the importance of the liberal arts, as a foundation for successful careers in all are areas. Accordingly, all academic majors stress the mastery of a required core of liberal arts courses.

Tuskegee continues to offer its students inspiring and innovative learning experiences in an environment that fosters connection and collaboration. The University’s strong reputation continues to rise nationally and internationally, enabling its programs to become increasingly competitive and selective.

The following academic programs are accredited by national agencies: Engineering, Clinical Laboratory Science, Veterinary Medicine, Nursing, Occupational Therapy, Education and Social Work. Additionally, Tuskegee is the only independent historically black university, with four engineering programs that are nationally accredited by the Accreditation Board of Engineering and Technology (ABET)-the major accrediting body for the engineering sciences.

Tuskegee University’s Chemistry program is among a few among Historically Black Colleges and Universities (HBCU’s), that is approved by the American Chemical Society (ACS).

Furthermore, Tuskegee’s Dietetic Program is approved by the American Dietetic Association and the Food Sciences Program is approved by the Institute of Food Technologists.

Since its founding in 1881, Tuskegee University continues to be one of the nation’s most outstanding and iconic institutions of higher learning. While it focuses on helping to develop human talent primarily within the African American community, the University it is open to all.

For the past 136-years, Tuskegee’s mission has been service to people, not education for its own sake - stressing the need to educate the whole person; the head, the heart and the hands.

Tuskegee University was first claimed by Alabama and then by the nation for the soundness and vigor of its educational programs and principles. This solid strength has continued through all of the previous administrations and will continue for generations to come.

POINTS OF DISTINCTION

- US News and World Report ranked Tuskegee in the top 5 of Historically Black Colleges and Universities for the past three years.
- US News and World Report also ranked Tuskegee as a Top Performing regional university.
- In 2023, The Chronicle of Higher Education ranked Tuskegee No. 1 in Upward Social and Economic Mobility among Historically Black Colleges and Universities and No. 1 in the State of Alabama.
- Number one producer of African-American Aerospace Science Engineers in the nation.
- The top producer in the nation of African American engineering graduates in chemical, electrical and mechanical engineering.
- Top producer of African-American Ph.D. holders in Material Science and Engineering in the nation.
- The only historically black college or university designated as the National Center for Bioethics in Research and Health Care in the nation.
- The only historically black college or university with a fully accredited College of Veterinary Medicine that offers a Doctoral Degree and produces over 75 percent of all African-American veterinarians in the world.
- The first baccalaureate Nursing 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.
- Producer of the first African-American four-star general: Daniel "Chappie" James.
- One of the first centers funded by NASA to develop a technology for growing food in space during human flight missions.
- Tuskegee continues to receive more than 10,000 applications for admission annually.
- The only historically black college or university and one of only 11 universities in the world funded and authorized by the W.K. Kellogg Foundation to establish and operate a Kellogg Hotel and Conference Center, which is a technological hub for Continuing Education, Hospitality and Tourism Management Training.
- Tuskegee University is the only HBCU to offer an ROTC program-spanning all major branches of the military-Army, Navy, Airforce and Marine Corp and the largest producer of African-American General Officers in the United States.
- The only historically black college or university to maintain academic excellence while supporting a football athletic program that exceeds a 680-win career record and conferences including four-consecutive SAIC Conference Football Championships.
- 2023 Designated as a Center of Excellence for Cyber Security by the Department of Homeland Security.
- Designated by the Department of Defense as a Center of Excellence for Engineering.
- Tuskegee is one of 19 institutions recognized by the U.S. Department of State's Bureau of Educational and Cultural Affairs as a Fulbright Historically Black College and University Institutional Leader for the College's noteworthy engagement with the Fulbright Program and nations around the world during the 2022-2023 academic year.



OPERATIONAL AND SERVICE EXCELLENCE... THE FIRST TWO YEARS

Tuskegee University has completed the first two years of an **aggressive Strategic Plan** to elevate the institution's national recognition and transform the academic enterprise through innovative programs, research, and student experience.

The Strategic Plan entitled 2021-2026 “Embracing the Legacy, Transforming the Future”, is a bold initiative to pursue and deploy eight goals of strategic importance to the mission and vision of Tuskegee University. The Strategic Plan was approved in 2021 by the Board of Trustees, and subsequently implemented by the Executive Cabinet through the Office of the Provost. Currently, the Strategic Plan consists of four Task Forces or working groups, which are implementing creative approaches to meet key performance indicators for each pillar of the plan.

Each Task Force is made up of faculty, staff, students, and external constituents to make sure each pillar has a transformative impact on the university and is sustainable for years to come. The next President is expected to continue this ongoing transformation by providing visionary leadership and creating a culture of change for student success and customer service throughout the enterprise, and subsequently exceeding all accreditation requirements.

Over the past two years, **the university has experienced an increase in enrollment, overall student experience, in housing accommodations, instruction, retention, and enrollment.**

This increase is a direct result of greater innovative recruiting strategies, on-boarding, and enrollment practices with the adoption of a customer resource management platform, and the engagement of all stakeholders of the university.

The Task Force teams have led the implementation of digital transformations to optimize business transactions and processes, and re-examined administrative processes to impact customer service delivery and practice across the organization. The productivity of faculty has increased research activity from \$52 million to over \$70 million with grant and contract success in biomedical sciences, engineering, cyber-security, and agricultural sciences. **The university is currently building a \$9 million research facility to continue its advanced work in cancer research and health disparities, funded by the National Institutes of Health (NIH).**

Tuskegee University's next President will lead the second half of the Strategic Plan to deploy new academic programs as a result of a comprehensive program review conducted by the Office of the Provost. New and innovative programs will include a collaborative and interdisciplinary Data Science degree, Aviation Science pilot program, significant increase in on-line degree and certificate programs, and industry-demand emerging technologies such as quantum science, artificial intelligence across multiple disciplines, advanced materials in polymers/composites, and expanding graduate (doctorate) programs to move the university towards R2 status within the next few years.

The President will provide the leadership to support the winning tradition in athletics, theatre arts and lead a renaissance in infrastructure through strategic capital investments that complement the historic campus surroundings and provide facilities to further position the university in its national ranking as a premiere teaching and research institution. This foundation will be the impetus for developing a new strategic plan for the next decade and beyond.

Strategic Plan Accomplishments (First two years)

- Significant increase in Research... from \$52 million to \$70 million annually.
- Innovative approaches recruitment and retention.
- Significant increase in student enrollment.
- \$9 million dollar investment in a new Cancer Research Facility.

THE 10TH PRESIDENT OF TUSKEGEE UNIVERSITY

Tuskegee University seeks a President with an appreciation and vision for preserving the University's rich history, legacy, traditions, values and resources, while courageously and creatively leveraging the University's resources, innovation, partnerships and footprint to strategically impact its growth - globally.

Qualifications and Personal Characteristics

Reporting directly to the Board of Trustees, the 10th President will possess a deep appreciation and desire to preserve Tuskegee's rich history, while leveraging the University's global footprint and partnerships toward transformation, strategic growth and impact.

The 10th President will be adept at working with various local, state, federal and global constituents. The president will be a master communicator, decisive decision-maker and empathetic listener, ready to partner with faculty, staff, administrators, students, alumni, and the general public, to ensure Tuskegee's success.

The ideal candidate will:

- Appreciate, understand and be committed to the value of Historically Black Colleges and Universities.
- Respect and uphold Tuskegee's rich legacy and long held traditions.
- Be a transparent and honorable leader.
- Demonstrate success with transformational leadership.
- Be a talented and enthusiastic fundraiser who can connect donor passions with the needs of Tuskegee University.
- Communicate frequently and transparently and have an ability to build rapport with all stakeholders.
- Engage with all constituencies within the Tuskegee, Corporate, Government and HBCU communities.
- Inspire, develop and mentor a high-performing leadership team possessing the required expertise and rigor in their respective disciplines.
- Bring forth a deep understanding of Diversity, Equity and Inclusion (DEI) and the diversity of identities among the University's population.
- Display significant financial acumen and management abilities including the ability to make data-driven decisions.
- Understand the process of streamlining services to reduce structural barriers and provide seamless experience to users of Tuskegee's services.
- Support, appreciate and understand shared governance.
- Bring experience with crisis management to help prepare the campus and surrounding community for future unforeseen circumstances.
- Embrace student's passions and student activism.
- Possess a strong entrepreneurial mindset, innovative spirit, and an ability to see opportunities outside of the tradition academic realm.
- Be experienced in advancing Science, Technology, Engineering, Math (STEM) outcomes and initiatives in an academic setting.
- Have familiarity and be comfortable living and working in a rural academic campus setting.



OPPORTUNITIES AND CHALLENGES

Beginning with its founder, Booker T. Washington, Tuskegee University's leaders have been exceptional visionaries, committed to uplifting the lives of African Americans, by leading and teaching the principles of self-sufficiency, intellectual knowledge, ground breaking research for the betterment of society, technological achievement and the value of building strong communities and constituencies amongst all of its stakeholders.

Building upon these successes, the next president will engage in a myriad of opportunities aimed at continuing to strengthen Tuskegee's contribution and value to the world for decades to come.

The most significant priorities for the next president will be to:

Enhance the Brand

Elevate Tuskegees place as the No. 1 HBCU in the country and in the Top 100 of all universities within the continental United States. For the past 10 years Tuskegee has ranked within the top 25 of HBCU's, and in the top four for the past five years. The next president will continue this trajectory by supporting an aggressive strategic plan, a rigorous and dynamic set of market-based curriculum, which prepares our students for graduate school, military service/leadership, and to become valued and engaged members of society.

The next president will sponsor programs and activities that ensure both faculty, staff, students and graduates receive a well-rounded, comprehensive and continuous educational experience both inside and outside of the classroom **through internships, study abroad programs, faculty and staff renewal and development.**

The president must serve as the anchor and bridge-builder to creating a sense of belonging, pride, ownership and growth for the university and its surrounding communities.

Expand Fundraising

The next president will **substantially enhance fundraising and diversify revenue streams to ensure student affordability and operational excellence throughout the university.** The next president will execute a \$150 million Capital Campaign to grow the endowment, increase the number of student scholarships, reduce student debt and to ensure Tuskegee is accessible for all qualified students regardless of economic background.

Invest in Campus Infrastructure

A key **priority for the next president** will be to continue to **invest in student housing, creating independent living learning environments that are equipped with the resources needed for academic achievement.**

The next president will **invest in renovating existing facilities and invest in new academic facilities**, such as a Data Science and Innovation Center, Artificial Intelligence Center of Excellence, Architecture and Construction Science Studios, Aviation Center and Wind and Turbine Centers, Science Labs, Small and Large Animal Hospitals and Infectious Disease Research Centers, Skilled Nursing facilities, Kellogg Conference Center, University Archives and Campus Library.

The next president will **invest in operational infrastructure and university shared service models to provide efficient and effective service delivery.** Here too, the Capital Campaign is a major component for helping to improve these areas. These investments will ensure the best possible student experience and improve retention and graduation rates.

Campus Technology

The next president will champion the development of a Campus Technology Roadmap aimed at updating technology across every aspect of the campus to ensure secure and reliable WI-FI connectivity internally and across all entities in which the university operates.

Transform the Culture

The next president will **transform Tuskegee University's culture** from being a great university, residing in a small rural town, **to being an exceptional, nationally ranked, top 100 institution of higher learning, residing in a thriving, developing community.** Transforming this culture and achieving this aspirational goal requires a multifaced approach, that addresses both academic excellence, shared university infrastructure and resources, strategic investment, economic and business development, community and alumni engagement.

The next president must be steadfast in building strong relationships with all stakeholders to develop community engagement and economic development initiatives based on collaboration between the university and its surrounding communities. This can be accomplished by initiating outreach programs that provide services, to the community, engagement with key lobbying groups at the state, local and federal level, leveraging the university's resources and centers of excellence to aid in economic and business development pursuits.

The president must serve as the bridge-builder to create a sense of belonging, pride, ownership and growth for the university and its surrounding communities.

The next president will invest in campus infrastructure academic facilities and faculty renewal and development to ensure the best possible student experience and faculty distinction.

GUIDELINES FOR APPLICATION

REQUIRED QUALIFICATIONS

- An earned doctorate or appropriate terminal degree from an accredited institution of higher education are preferred.
- Demonstrated record of progressive and successful administrative leadership.
- Available to assume the presidency on, or shortly after, July 1, 2024.

LEADERSHIP CHARACTERISTICS

Armed with the vision, leadership qualities and energy to inspire all the members of the University community, interested professionals should also exhibit the following expertise, abilities, and characteristics:

- Excellent oral and written communication skills
- A high-energy level
- A charismatic and approachable public presence
- A proven commitment to diversity and inclusion
- A selfless servant-leader orientation
- Senior level administrative expertise
- Significant accomplishments in higher education or an equivalent level of responsibility in the business, government, or not-for-profit sector
- An ability to create and sustain a productive organizational climate and culture
- A passion for HBCUs and a sophisticated understanding of the challenges and opportunities facing these institutions
- Business acumen
- Entrepreneurial mindset
- Demonstrated success in fundraising, board governance, and fiscal and operational excellence.
- A record of fostering collaborative relationships
- Utilizes discernment and sound judgement when engaging in courageous and bold decision-making.
- The willingness to cooperate with the board of trustees, alumni, faculty, staff, and students in achieving the Carnegie R2 rating for research-based higher education institutions

Note: Striving for the Carnegie R2 ranking is a unifying vision that will focus and align the university's teaching, research, innovation, and spending directives, as noted in the 2021-2026 Strategic Plan.

COMPENSATION

This is a full-time position that will be performed on site with relocation to the Tuskegee community and residing in Grey Columns (the official University residence) required. Salary commensurate with experience with a generous benefits package.

APPLICATION AND NOMINATION PROCEDURE

The position is open until filled. All inquiries, nominations, and applications may be sent in complete confidence and should be directed to: Storbeck Search to the attention of Dr. Christopher D. Lee or Ms. Euris Belle. Applications received by January 15, 2024 will be assured full consideration.

Application materials should include:

- Detailed letter of interest including examples that demonstrate the candidate's qualifications
- Curriculum Vitae
- Please send all nominations or inquiries to TuskegeePresident@storbecksearch.com

