VICE PRESIDENT FOR ADVANCEMENT

Tuskegee, Alabama

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

– Booker T. Washington

THE SEARCH

Tuskegee University (Tuskegee)—an icon of American higher education, the legendary home of World War II’s Tuskegee Airmen, the institutional legacy of Booker T. Washington, and one of the first private historically black universities in the nation—seeks an accomplished and entrepreneurial vice president for advancement (VP). The VP will join Tuskegee at a transformative time at the outset of President Lily McNair’s tenure, as a critical member of a new and energized university leadership team. Helping to shape a new era of leadership and excellence for this storied institution, the VP will create external development strategies and programs that maximize the engagement of its 23,000 alumni, parents, and friends with the university, and produce increasing levels of philanthropic support to further advance Tuskegee’s mission of providing world-class teaching, scholarship, and service.

Established in Tuskegee, Alabama in 1881 by Booker T. Washington, Tuskegee University has served as a beacon of educational excellence for nearly 140 years. One of the country’s oldest and foremost historically black colleges and universities (HBCUs), Tuskegee has distinct strengths in the sciences, agriculture, architecture/construction, business, education, engineering, and health sciences, all rooted in a rich liberal arts tradition. With a $124 million endowment and an operating budget of $129 million, the university enrolls approximately 3,050 students across five colleges and three schools. Tuskegee’s overarching mission is to educate all students—especially African-American women and men—to understand themselves and their global society against the backdrop of their rich cultural heritage and the promise of their individual and collective future.

Under the leadership of Dr. McNair, the university seeks to chart a bold and ambitious vision for its future, centered around student success, and is preparing to enter into comprehensive
strategic planning, setting the foundation for a future campaign. As the institution identifies ways to evolve and to secure its long-term sustainability, relevancy, and competitive advantage, Tuskegee leadership recognizes the need to develop new models of financial sustainability that include augmentation and diversification of philanthropic revenue streams. To this end, Dr. McNair and the board of trustees share a commitment to building a premier advancement enterprise capable of achieving the potential that is clear and evident.

This position is an exceptional opportunity for a high-performing and accomplished individual to grow an advancement program in support of Tuskegee’s important mission through the implementation of best practices, team and capacity building, and the application of data-driven strategies. The VP will assess and further define the strategic direction of the advancement function, and will design and implement the necessary infrastructure to support a comprehensive and sustainable advancement program. The VP will recruit, lead, and motivate the team to meet aggressive goals that include: enhancing donor discovery and cultivation efforts; increasing alumni giving rates; better leveraging planned, corporate, and foundation giving; elevating the importance of stewardship; and more fully integrating alumni relations into advancement efforts.

Success for the next VP will, in part, be defined by an ability to build a stronger culture of philanthropy by educating and engaging all members of the Tuskegee community in university advancement efforts. The VP will benefit from President McNair’s personal commitment to advancement-related activities. As an active participant on the president’s senior leadership team and in the community, the VP will play a key role in building a culture of trust, and developing collaborative and solution-oriented relationships with campus leadership and all Tuskegee constituents. The VP will ensure the success and growth of fundraising efforts in support of campus units, serving as senior counsel not only to the president, but also to deans on a wide range of activities, including but not limited to goal setting, solicitation strategies, and pipeline development. The VP will create a strong service orientation between the advancement staff and the university, encouraging collaboration and cooperation across the enterprise, and will maximize the effectiveness of partnerships between central advancement and the alumni association and athletics booster groups. An important part of this effort will be establishing transparent communication and data-informed accountability in the advancement division.

Leading by example, the VP will personally identify, cultivate, and secure principal and major gifts, and will partner with gift officers to determine appropriate strategies and define mutually acceptable annual and multi-year performance goals. While maintaining and strengthening ties to existing donors, the VP will seek out new philanthropic opportunities with determination and will launch systematic initiatives to identify, engage, and cultivate the next generation of donors to Tuskegee. To that end, the next VP will bring a thoughtful, proactive, and entrepreneurial approach to leveraging Tuskegee’s existing relationships in Alabama and the region and to positioning the president to connect with philanthropists, entrepreneurs, and business leaders who are not currently engaged with the university.

The VP will play a central role in enhancing the visibility and profile of Tuskegee, partnering closely with key teams, to help devise and disseminate a strong and consistent message about the university to its internal and external constituencies. As such, it is essential that the VP have a deep understanding of and passion for the mission, goals, and culture of Tuskegee University, including its important history and future as one of the nation’s leading HBCUs. The successful candidate will have a minimum of seven to 10 years of progressively responsible leadership experience in a comprehensive development and alumni relations operation, preferably within higher education, and a keen understanding of and ability to implement best practices. The ideal
candidate will possess substantial experience with all phases of a successful comprehensive campaign; a proven track record of personally cultivating, soliciting, and stewarding six- and seven-figure gifts; and engaging and supporting faculty, senior leaders, and volunteers in their respective fundraising efforts.

This leader must be good-natured, flexible, and open-minded; comfortable navigating ambiguity; experienced with change management; and able to adapt in a dynamic environment. The VP will foster a professional work environment that recognizes individual and collective success, builds confidence, and promotes diversity in all its forms. A bachelor's degree is required, and an advanced degree is preferred.

Tuskegee University has retained Ms. Rachel Ellenport of the national executive search firm Isaacson, Miller to conduct the search. Confidential inquiries, nominations, and applications may be directed to the search firm as indicated at the end of this document.

TUSKEGEE UNIVERSITY

Tuskegee University is an independent and state-related institution of higher education located in Tuskegee, Alabama, 40 miles east of the Alabama State Capitol in Montgomery, Alabama, and 20 miles west of the city of Auburn, Alabama. Its programs serve a student body that is coeducational as well as racially, ethnically, and religiously diverse. With a strong orientation toward disciplines which highlight 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 areas. Accordingly, all academic majors emphasize the value of a required core of liberal arts courses. The university offers 64 degree programs, inclusive of undergraduate, masters, one doctor of veterinary medicine (DVM), and four PhD degree programs. Academic programs are organized into five colleges and three schools:

- College of Agriculture, Environment and Nutrition Sciences
- College of Arts and Sciences
- Andrew F. Brimmer College of Business and Information Science
- College of Engineering
- College of Veterinary Medicine
- Robert R. Taylor School of Architecture and Construction Science
- School of Education
- School of Nursing and Allied Health

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

Finance and Advancement

Tuskegee University has an annual budget of $129 million, with roughly 53 percent coming from tuition, fees, and room and board. Restricted funds, other grants, and contracts make up another 30 percent of the total budget. The university has investments valued at $140 million as of June 30, 2017. Endowment distributions represent about four percent of the total budget. The university is tuition dependent and remains optimistic regarding future enrollment growth, particularly with
the ongoing recruitment of a new vice president for enrollment management. Conservative fiscal management, consistent enrollment, and the judicious use of debt have allowed for improvements in the university’s financial growth and health.

Tuskegee’s Office of Advancement and Development comprises annual and major giving; corporate and foundation relations; advancement services; alumni affairs; and communications, marketing, and public relations. In Fiscal Year 2018, funds raised reached approximately $8.5 million, with 44 percent of those funds contributed by alumni. The alumni participation rate is approximately eight percent.

The current administration is committed to providing the resources needed to grow the department and achieve ambitious goals. That commitment includes providing the technological and human resources needed for positive forward movement. Currently, the team includes four members in development, two in alumni affairs, and five in communications. The board of trustees recently approved a growth plan that includes the addition of a director of planned giving, director of alumni affairs, and a grant writer. They also committed to providing the most up-to-date CRM, prospect research, and online tools to support a strategic, data-driven approach to fundraising. For more information on Tuskegee, please see the Addendum at the end of this document and visit www.tuskegee.edu.

VICE PRESIDENT FOR ADVANCEMENT

The vice president for advancement will report to President McNair and serve as a member of her cabinet. The VP is responsible for providing innovative leadership and strategic vision over all aspects of the university’s fundraising activities and constituent relationships, including coordinating and contributing to the planning and execution of a future campaign. The VP will assess operations, programs, and staffing across the division, and will identify and leverage opportunities to streamline processes and optimize overall efficiency, productivity, and collaboration among staff members.

The VP will oversee a staff of 12 to 15 across annual and major giving, corporate and foundation relations, advancement services, alumni relations, and communications. Fostering a culture of high achievement and accountability, the VP will cultivate strong and professional relationships across the various functions and across the university.

In addition to the formal duties, the successful vice president for advancement must be an integral member of the campus community, as well as of the city of Tuskegee, which includes being a positive role model for students. Active engagement in the community will be critical, along with integrity, warmth, self-awareness, and a good sense of humor.

Broadly, the vice president for advancement will:

- Assess the fundraising potential of the university; serve as architect and builder of a strategic, cohesive, and systematic development program to build out Tuskegee’s development, outreach, and constituent relations activities, in keeping with the mission and core values of the institution.
- Serve as an active member of president’s cabinet. Participate in and contribute to discussions that guide strategies and policies shaping Tuskegee’s future.
- In conjunction with the president and the cabinet, develop clear, compelling messages that describe the strengths and aspirations of Tuskegee University and its leadership and disseminate that branded information in a way that excites the community about the university’s key initiatives and future direction.

**Duties and Responsibilities**

*Utilize the time and talents of the president, trustees, senior administration, faculty, and advancement staff to increasingly engage, cultivate, and solicit major donors and prospects.*

- Guide and support the president in her role as chief spokesperson and fundraiser, serving as a coach and co-strategist on cultivating and soliciting transformative gifts. Ensure that the president is well briefed and that her time spent is highly productive. Similarly guide and support trustees, deans, senior staff, faculty, and other volunteers in development activities.

- Work with the president, deans, senior administrators, and trustees to identify and set advancement priorities, facilitating alignment and consensus across the campus and units as they relate to advancing Tuskegee's overall objectives.

- Work closely with the president to systematically engage deans and faculty in the fundraising process. Provide deans with the resources and tools necessary to leverage the strength of their most successful alumni and donors in supporting the needs and aspirations of their colleges or schools.

- Ensure advancement activities across the university are well coordinated and support university priorities. Orchestrate the participation of the president, deans, faculty, trustees, senior staff, and volunteers in the joint cultivation and stewardship of key funding sources.

- Work with university leadership to build upon and enhance the existing partnership between the university and the city of Tuskegee. Leverage the president and university leaders to establish and strengthen relationships in the community and the state, and to philanthropically engage unaffiliated individuals and institutions.

- Analyze the board’s giving patterns and encourage their personal philanthropic participation. Provide the highest level of personal support to the board and volunteer leaders for their activities on behalf of Tuskegee; ensure that their volunteer experience is meaningful, productive, and enjoyable, and that the board’s intellectual and emotional connection to Tuskegee and to each other is strengthened.

- Assist in the identification, recruitment, and cultivation of new board members on a national basis, identifying key leaders with an affinity for the mission of Tuskegee; build a volunteer structure that encourages a peer-to-peer model of cultivation and solicitation.

- Cultivate strong working relationships with administrators, faculty, and staff across the university. Ensure that advancement is seen as a collaborative, proactive, and responsive partner, able to professionally address both opportunities and concerns.

*Lead Tuskegee’s advancement staff, promoting a culture of excellence, collaboration, and professional growth.*

- Set clear direction and priorities for a staff of 12 to 15 team members. Promote excellence through well-defined and measurable goals; inspire and motivate staff through clear and regular communication, placing staff members’ work within the context of the university's strategic priorities and mission.
Actively mentor and train staff, providing frequent opportunities for professional learning and growth. Augment existing staff capabilities as appropriate to meet expanding organizational needs.

Serve as a resource for team members in developing effective prospect strategies, execution of moves, closing with prospects, and stewardship.

Oversee all personnel activities for the office, including the recruitment, hiring, training, and retention of new and existing staff members, as well as defining the job responsibilities and performance-review process for each staff member.

Build capacity and volunteer engagement by identifying, tracking, and nurturing Tuskegee’s alumni, parents, and friends of the university, recognizing the differences within and between those audiences while building a common commitment to and understanding of the Tuskegee of today.

Develop and implement a systematic plan for alumni relations. Ensure that the university draws upon the skills and talent of its alumni. Identify opportunities to more closely align the Alumni Association with advancement to maximize engagement opportunities and outcomes.

Ensure that existing alumni relationships are deepened and maintained while proactively seeking out new alumni relationships. Recognize that there is a wide array of audiences who want to be involved with the university, both personally and philanthropically, and provide compelling mechanisms to engage them. Ultimately, encourage their collective commitment and contributions in ways that increase alumni participation in philanthropy and the level of gifts to the university.

Convey to volunteers that their service is valued and their support is appreciated. Create alumni programming and engagement opportunities for Tuskegee’s 23,000 living alumni that enhances and supports the university’s vision and ambitions.

Oversee existing alumni relations programming, including on-campus events such as reunions and off-campus events such as regional gatherings, dinners, and all other cultivation and fundraising events.

Strategically Manage the Office of Advancement and Development

Introduce best practices in order to build greater capacity, particularly in annual and major giving, as well as corporate and foundation relations, in order to support Tuskegee’s goals and priorities.

Evaluate, strengthen, and enhance existing annual fund programming: develop and implement new innovative programs to identify and acquire prospective donors, increase donor retention, and upgrade and renew existing donors. Explore untapped opportunities in areas such as parent and grandparent giving as well as planned giving programs.

Emphasize the identification and cultivation of a major-donor pipeline, providing a strategic framework, advice, and support to the university; deepen relationships with current donors while launching systematic initiatives to identify and target other individuals capable of making major financial contributions.

Personally manage a portfolio of major gift prospects and donors. Lead by example and inspire others to action.
Review the stewardship policy and ensure that it provides donors with comprehensive, timely, and innovative acknowledgement of their gifts. Elevate the importance of stewarding all gifts and programs in order to strengthen donors' interests in, satisfaction with, and commitment to the university; and convey to donors the impact their contributions have to the betterment of the institution.

- Ensure that all systems and processes, from data capture to gift acceptances and processing, maximize available intelligence via reporting and also follow sound budgetary, legal, and accountability practices. Provide leadership and oversight of an anticipated database conversion to Raiser's Edge.

- Strategically augment advancement staff and resources, ensuring an effective and efficient infrastructure capable of supporting the success of future fundraising efforts.

Qualifications and Characteristics

The successful candidate should be an innovative and collaborative advancement leader with a growth mindset, entrepreneurial spirit, and distinctive record of achievement, including expertise in designing, implementing, and managing fundraising and alumni relations programs.

Candidates will possess many, if not all, of the following professional qualifications and personal characteristics:

- A deep appreciation for the history, mission, distinct culture, contributions and achievements, and future aspirations of Tuskegee University; the ability to effectively articulate the president’s vision to differentiated audiences.

- A minimum of seven to 10 years of progressively responsible fundraising and managerial experience building the infrastructure of an advancement program, preferably within higher education. Depth of knowledge of best practices and all key areas of advancement; a demonstrated ability to plan, manage, and close a comprehensive campaign.

- Strong management skills, both strategic and operational, and a demonstrated ability to build, manage, mentor, and motivate an effective team, providing strong support and opportunities for growth and development.

- Proven ability to personally cultivate, solicit, and steward leadership gifts at the six- and seven-figure levels.

- Credibility, maturity, and sound judgment required to effectively engage and leverage leaders and volunteers in the cultivation, solicitation, and stewardship of key prospects and donors. The ability to work collaboratively with administration and faculty partners.

- Interpersonally persuasive and savvy with the ability to build and maintain effective relationships with an array of stakeholders. Superior communication and listening skills; clarity, crispness, and effectiveness in written and oral presentation. The ability to succinctly communicate a vision and process to the president and other key constituents, utilizing data and metrics as a foundation for advancement programs.

- Ability to translate ideas into action; a calculated risk-taker. Comfortable working with ambiguity.

- Demonstrated financial acumen and a sharp eye for operational efficiency, including a demonstrated understanding of budgets and the ability to manage them.
The ability to provide leadership in the use of technology and information systems to support all related development activities, including donor research and administration. Familiarity with new technologies, electronic communication, social-networking vehicles, and other technological innovations that can streamline and enhance the effectiveness of the advancement process.

- The ability to travel frequently and attend evening and weekend events as necessary.
- A demonstrated interest in and enthusiasm for deep engagement with the external Tuskegee community. The ideal candidate will reflect and embody Tuskegee’s emphasis on intellectual curiosity, civic engagement, and community involvement.
- Bachelor's degree required; advanced degree preferred.

TO APPLY

This search is being led by Rachel Ellenport with Kennedy Kearney, Grace Zakim, and David Dacres. For more information, to make a nomination, or to apply for this role, please visit:

www.imsearch.com/7047

*Tuskegee University is an Equal Opportunity Employer*
ADDENDUM

Leadership and Governance

Dr. Lily D. McNair was inaugurated as Tuskegee University’s eighth president on July 1, 2018, the first female president of the institution. Prior to joining Tuskegee, Dr. McNair served as provost and senior vice president for academic affairs for Wagner College, a private college of 2,200 students located on New York City’s Staten Island. A clinical psychologist by training, Dr. McNair’s higher education career includes other academic, research, and executive appointments at Spelman College, University of Georgia, the State University of New York at New Paltz, and Vassar College. She holds an undergraduate degree in psychology from Princeton University and a doctorate in psychology from the State University of New York at Stony Brook.

The vice president for advancement is a member of the president’s cabinet, a highly collaborative and engaged group of campus leaders. The cabinet also includes the provost and vice president for academic affairs, vice president for student affairs, executive vice president and chief financial officer, vice president for external affairs and general counsel, chief operating officer, and vice president for facilities and construction. In addition, a search is currently underway for a new vice president for enrollment and student success, which is anticipated to conclude with a hire in place in August.

Tuskegee University’s by-laws provide for governance by a board of trustees of up to 25 voting members. Alabama’s governor appoints five of the 25 trustees. Self-perpetuating trustees serve for three years and state-appointed trustees for four years. In addition to the 25 voting trustees, there are several non-voting ex officio members, which include the university’s president, the faculty senate chair, a student trustee elected by the student body, and Alabama’s state superintendent of education. At the present time, there are 20 voting trustees, who are distinguished alumni of the university, business or community leaders, or recognized scholars in their field. Trustees are expected to substantially contribute to the university, including, but not limited to, financial support. The board of trustees is organized into the following standing committees: executive; educational policies and honors; finance; student and alumni affairs; development; nominating and board structure; audit and enterprise risk management.

Academics and Achievements

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

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

Points of distinction in Tuskegee’s 138-year history include:

- Recently ranked among the top five HBCUs and in the top quarter of regional universities by *US News and World Report*.
- Number one producer of African-American aerospace science engineers in the nation, and a leading producer in the country of African-American engineering graduates in chemical, electrical, and mechanical engineering.
- The only HBCU with an Aerospace Engineering Program.
- The top producer of African-American PhD holders in materials science and engineering in the US.
- Graduated more African-American military generals than any other institution, including the service academies.
- The only HBCU with a fully accredited college of veterinary medicine that offers the doctoral degree, which produces more than 75 percent of the African-American veterinarians globally.
- The first nursing baccalaureate program in Alabama and one of the oldest in the US, and the oldest construction baccalaureate program in the US.
- Originator and producer of the famous “Tuskegee Airmen,” in partnership with the US Army Air Corps.
- The only college or university campus in the nation to be designated a National Historic Site by the US Congress.
- The country’s first National Center for Bioethics in Research and Health Care, which studies the core moral issues which underlie research and medical treatment of African Americans and other underserved people.
- A center for Plant Biotechnology Research, which is training US scientists and students as well as scientists from Ghana, China, Nigeria, South Africa, Uganda, Egypt, and Tanzania to continue work of Dr. George Washington Carver in today’s cutting-edge science and technology.
- One of the first centers funded by NASA to develop a technology for growing food in space during human space missions.
- The only HBCU, and one of only 11 universities in the world funded and authorized by the W.K. Kellogg Foundation to establish and operate a Kellogg Hotel & Conference Center, which is the technologically sophisticated hub of Continuing Education and Hospitality/Tourism Management Training.
- The only HBCU to maintain academic excellence while supporting a football program that exceeds a 680-win career record and many conference titles including 4 consecutive SIAC Conference Football Championships.

**Alumni**

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

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

**Students and Enrollment**

Students at Tuskegee University display a passion for knowledge and are successful inside and outside the classroom. They excel in a variety of fields such as internships, research, and professional competitions; participate in more than 100 clubs and organizations; work with cutting-edge resources and technologies; and cheer on some of the nation's most successful sports teams. Tuskegee develops students to become leaders and cultivates an entrepreneurial spirit in its students.

Tuskegee currently enrolls 3,053 students, 76 percent of whom identify as black. While 35 percent are natives of the state of Alabama, the student body hails from 40 other states and territories as well as 24 foreign countries. International students account for less than one percent of Tuskegee’s student body. Forty-nine percent of students are eligible for Pell Grants and 58 percent of students live on campus. Nearly 97 percent of all students receive some form of financial aid; this year, Tuskegee will contribute more than $21 million in grants and scholarships to financial aid.

**Location and Campus**

The City of Tuskegee is located in Macon County, Alabama, a 15-minute drive from Auburn, Alabama, a 30-minute drive from Montgomery, Alabama, and a 90-minute drive from Atlanta, Georgia. Since the 19th century, Tuskegee—the hometown of Rosa Parks, Lionel Richie, and Sammy Younge, Jr.—has been highly influential in United States history and nothing short of central to the history of African-Americans.

In recent times, like many rural places its size, the city has struggled with a shrinking tax base and stagnant economic growth. Median household income is low and job creation has trended downward. Still, over the coming decade, the city and its mayor are determined to turn the corner, and exciting progress has already been seen. Elected in 2016, Mayor Lawrence F. Haygood, Jr. is a beloved friend and vital partner to Tuskegee University. He has served as an economic/business development specialist at the Tuskegee Macon County Community Development Corporation and, in that capacity, has worked closely with the Tuskegee University
Cooperative Extension Program (TUCEP) which operates throughout the state to improve the quality of life for Alabama residents. Mayor Haygood’s charge from the city’s some 9,000 residents is to rebuild Tuskegee.

A gem of the city, today’s Tuskegee University campus sprawls across 5,000 rural acres. The university’s rich history naturally lends itself to tourism. The campus is home to a consortium of museums, anchored by the Legacy Museum, created in 2009 to honor the 599 participants of the United States Public Health Service Study of Untreated Syphilis in the Negro Male. The Legacy Museum exhibits works from its art collection and interprets, additionally, public health, science, and medicine. Its exhibitions and programs reach international audiences, history buffs, and art enthusiasts of all ages. Other important museums at Tuskegee include the Dr. George Washington Carver Museum, The Booker T. Washington Home – The Oaks, and the Tuskegee Airmen Museum.