

Charting the Course

The Tennessee Board of Regents

Strategic Plan 2010-2015

Introduction

The Tennessee Board of Regents (TBR) was created in 1972 by the Tennessee General Assembly. The action of the General Assembly combined six state universities and ten community colleges into one system. These institutions were governed formerly by the Tennessee Board of Education. In 1983, the General Assembly transferred the state technical institutions and area vocational schools, now known as the Tennessee Technology Centers, from the Board of Education to TBR. During the 1990s, the technical institutes in Knoxville, Nashville, and Memphis were transformed to technical community colleges. At Memphis, the change also involved a merger between the State Technical Institute at Memphis with Shelby State Community College. The merged institution is now known as Southwest Tennessee Community College. In 2009, all community colleges became transfer institutions with comprehensive missions to provide pre-baccalaureate education and workforce educational opportunities.

Currently, there are six universities, 13 community colleges, and 26 technology centers with an outreach for instructional delivery in all 95 counties in Tennessee. Through the Regents' Online Campus Collaborative, a cooperative online enterprise involving TBR institutions, more than 14,000 students are being served annually with that number increasing each year. The combined enrollment of TBR in 2009-2010 is over 200,000.

The Tennessee Board of Regents is recognized as a collaborative system in which universities, community colleges, and technology centers work together, each with a distinct role, to provide seamless educational opportunity to all Tennesseans. In addition, TBR has partnered with K-12 education to improve the operations and quality of the K-12 education system. These improvements have occurred through its work in the redesign of teacher education, the establishment of P-16 councils across the state, the offering of online coursework to high school students, and the redesign of remedial and developmental education to assist students who are not prepared to do college-level coursework. The student bodies, faculties, and staffs at TBR institutions are diverse with our campuses providing many opportunities for study abroad as well as faculty and student exchanges. These combine to advance our understanding and ability to live and work in an ever more internationalized environment.

Both *Defining Our Future* (2001-2005) and *Setting New Directions* (2005-2010) have guided the System in significant ways and brought the System to new levels of improvement and national recognition. *Charting the Course* (2010-2015) will facilitate further progress in realizing a broad vision of TBR's future especially in times of deep fiscal and societal change. It is more imperative than ever that Tennesseans have an opportunity to increase their level of education in order to bring about a better quality of life and also to build greater economic prosperity for the state.

Strategic Planning Process

The Tennessee Board of Regents Strategic Plan for 2010-2015 is the outcome of an extensive process engaging the Tennessee Board of Regents, its institutions, and its stakeholders from across the state. Led by the Vice-Chancellor of Academic Affairs, strategic planning has been data-driven and outcomes-oriented. The result is an action agenda that charts the course for the Tennessee Board of Regents System to optimize access to and student success in the highest possible quality educational experiences through resourceful and efficient operations to benefit all Tennesseans.

The planning process began in October 2008 with the formation of a system-wide Data Committee that organized data sources and provided analysis of student success measures, financial aid, resources, and learning environments. In 2009, a system-wide SWOT Committee used these results to pinpoint the TBR System's strengths, weaknesses, opportunities, and threats, which were presented to the Planning Oversight Committee consisting of Regents, Presidents, faculty, institution staff, and stakeholders from government and the business community.

The Oversight Committee first reviewed and revised the vision and mission of the Tennessee Board of Regents. Building upon the inputs from the Data Committee and the SWOT analysis, it then identified four key priority areas: Access, Student Success, Quality, and Resourcefulness and Efficiency. A sub-committee for each key priority area formulated goals for review and adoption by the Oversight Committee. The revised vision, mission, key priorities and goals were approved at the December 2009 meeting of the Board of Regents.

During the next stage of the planning process, system-wide indicators and performance measures for each key priority goal were developed through the work of a Sub-group on Metrics composed of TBR System representatives. Action teams of this Sub-group concentrated on each key priority. Their recommendations were considered by the Oversight Committee, which then crafted a final set of system-wide indicators and performance measures for presentation to the Board of Regents at its quarterly meeting in March 2010.

Following approval of the TBR System plan, institutions will develop objectives, strategies, and benchmarks around each of the four key priorities. Campuses may augment their plans with additional priorities, goals and outcome indicators. The TBR System staff will review the institutional strategic plans and, when finalized, recommend approval of these plans to the Board. Upon Board approval, campus strategic plans will be implemented for the 2010 – 2015 cycle.

Mission



Through innovation and judicious use of resources, the Tennessee Board of Regents System advances excellence in its diverse educational programs, research, service, and outreach in order to benefit Tennessee and its citizens.

Vision

A photograph of two young men walking on a campus path. The man on the left is wearing a checkered button-down shirt over a white t-shirt and khaki pants, with a backpack. The man on the right is wearing a dark blue sweater and khaki pants, also with a backpack. They are both looking at each other and talking. The background shows a brick building with arched windows.

The Tennessee Board of Regents System will be distinguished by public trust in its program quality, research, service, wise use of resources, and commitment to access, diversity, and student success.

Key Priorities

Access

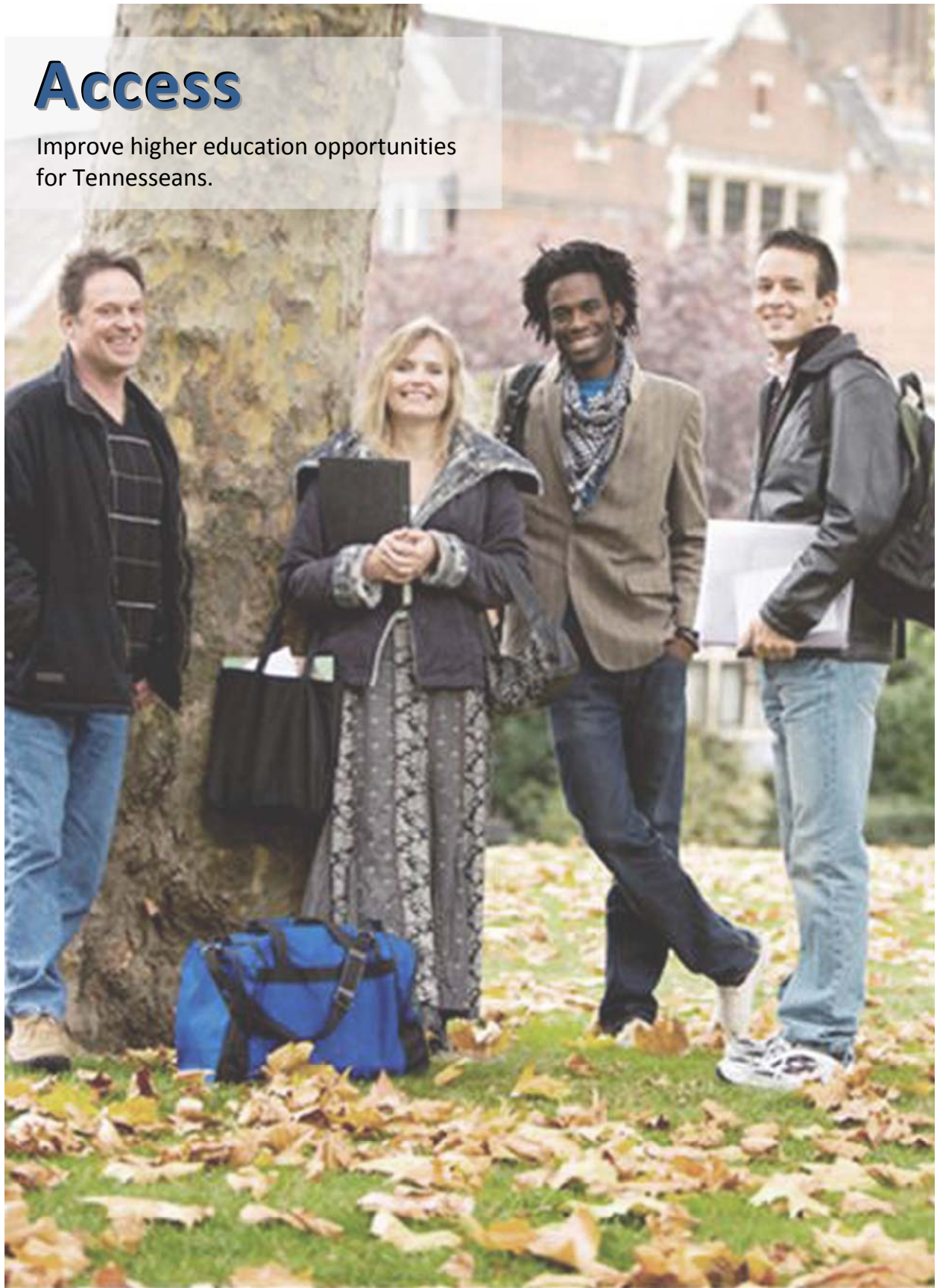
Student Success

Quality

Resourcefulness & Efficiency

Access

Improve higher education opportunities for Tennesseans.



Key Priority: Access

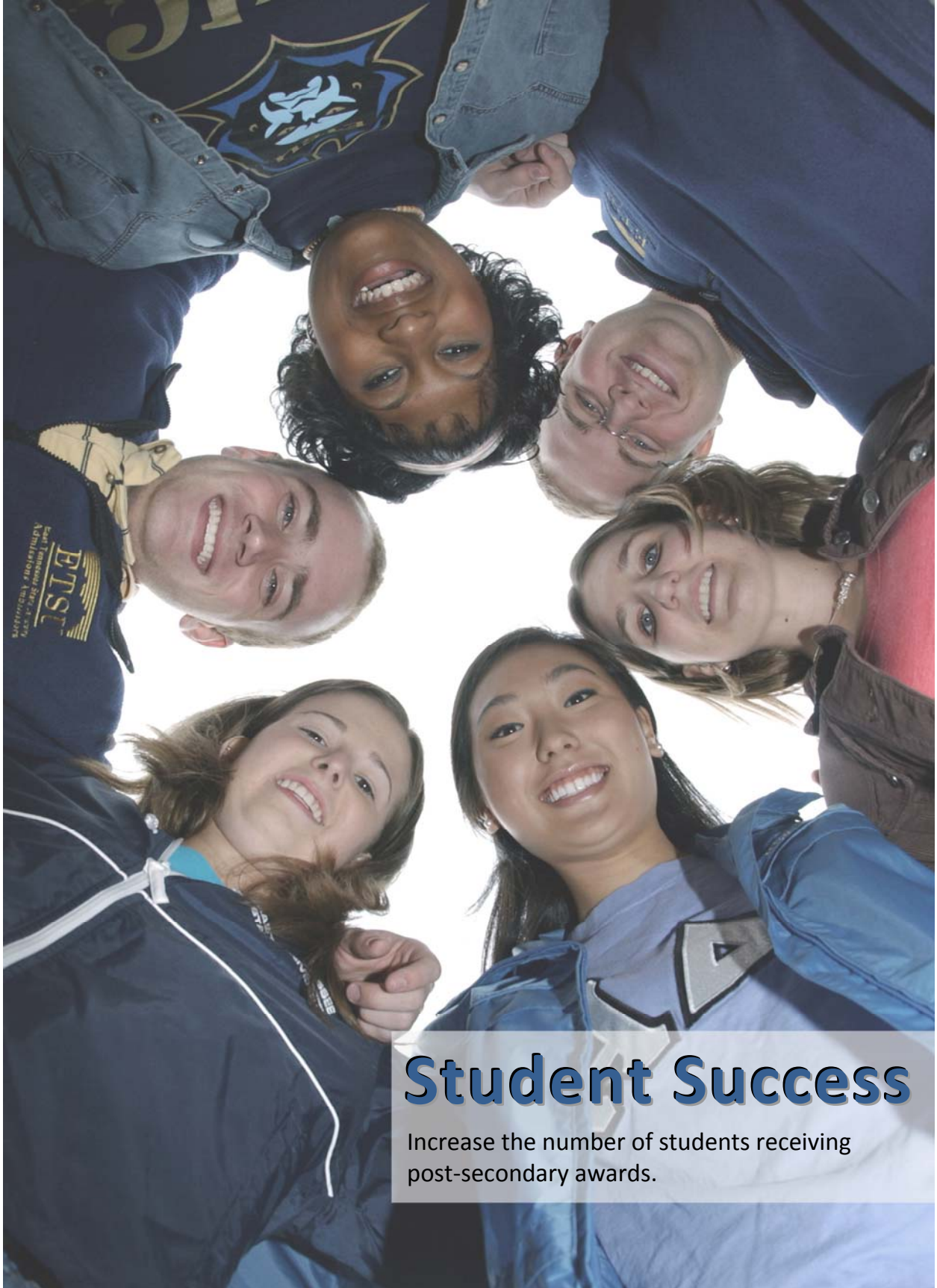
Improving opportunities for more Tennesseans to earn post-secondary credentials is a primary area of focus for the Tennessee Board of Regents System. Serving the needs of individual Tennesseans who wish to develop their professional skills and enrich their lives is also significant. Vital to those efforts will be addressing barrier issues such as affordability, preparedness and technology, as well as issues related to increasing participation levels of traditionally underserved populations.

Anticipating high demand for post-secondary education, the TBR and its institutions will address capacity issues by promoting internal and external partnerships, using technology effectively, and optimizing the unique characteristics of its three types of institutions (universities, community colleges, and technology centers).

Access Goals

1. The TBR System and its institutions will use technology to increase participation in post-secondary education and workforce development.
2. In order to increase access at all levels, the TBR System and its institutions will develop a methodology to utilize access and diversity resources to implement best practices for increasing participation levels of traditionally underserved populations.





Student Success

Increase the number of students receiving post-secondary awards.

Key Priority: Student Success

Increasing the number of citizens with diplomas, certificates, and degrees is a critical area of focus for the TBR System. Fostering greater success of students to persist and complete credentials and degrees enhances the viability of academic programs, the growth of existing businesses and the ability to attract new high paying industries to the state. Measures of student success can be improved by continuing to work with Tennessee high schools through P-16 agreements and dual credit and dual enrollment programs; increasing student success in the areas of developmental studies, e-learning, and the Teaching Quality Initiative; fostering student engagement and persistence through effective support services, co-curricular activities, and faculty-guided research and mentoring; and optimizing new technologies to enhance teaching, research, service and learning.

Student Success Goals

1. The TBR System and its institutions will enhance student persistence to the completion of the post-secondary credential or degree.
2. The TBR System and its institutions will increase the number of students who complete a post-secondary credential, including diplomas, certificates, undergraduate and graduate degrees.





Quality

Achieve excellence in the fulfillment of our institutional missions.

Key Priority: Quality

Improving access and completion rates in higher education can improve the lives of Tennesseans only to the degree that students acquire and retain knowledge, skills and abilities they need to become productive employees and responsible citizens. System institutions will address pressing local and global needs by engaging in research, creative work and public service that advance knowledge and create new opportunities. To achieve excellence in all areas of our collective mission, we must provide high quality academic programs, faculty, services and facilities.



Quality Goals

1. The TBR System and its institutions will monitor and improve the effectiveness of their educational programs.
2. The TBR System and its institutions will monitor and improve the quality of their mission-specific research and creative activities and public service.



Resourcefulness & Efficiency

Expand resources and optimize administrative, instructional, and operational efficiencies.

Key Priority: Resourcefulness & Efficiency

The major sources of revenue for TBR institutions are state appropriations and student tuition and fees. With the financial pressures facing Tennessee, increases in state funding over the next five years are unlikely. On the other hand, increases in student tuition and fees are possible; however, if increases in tuition and fees are not accompanied by increases in alternate revenue enhancements coupled with effective deployment of resources, the ability of TBR institutions to sustain quality and access for all students may be limited.

As a result, achieving our vision will require additional financial resources that can be provided through:

- An increase in administrative, instructional, and operational efficiencies;
- An emphasis on private fund-raising to support achievement of institutional missions;
- Development of financial support from external sources, such as federal, state, and local governments, foundations, and corporations.

A major point of focus must be to identify financial resources that can be used for need-based aid for students who cannot afford the rising cost but are not eligible for achievement-based financial aid. Decisions leading to increasing tuition must include addressing the basic financial needs of these students.

Resourcefulness and Efficiency Goals

1. The TBR System and its institutions will address fiscal constraints through multiple approaches such as the prudent management of resources, development of other sources of support, and the pursuit of entrepreneurial initiatives.
2. The TBR System and its institutions will achieve greater efficiency through such means as developing and adopting best practices, pursuing collaboration among institutions to achieve savings through elimination of unnecessary duplication and removing obstacles to competitiveness.

Key Indicators

The measures of progress for the System's strategic plan.



Strategic Plan 2010-2015

Indicators by Key Priority

Access

- Unduplicated head count by term of distance education enrollment .
- Development of institutional plans that incorporate a system-wide methodology to promote participation of underserved populations.

Student Success

- Progression rate, which measures both full time and part time degree or certificate-seeking students who either complete an award or enroll in the subsequent term.
- Number of students completing post-secondary credential annually.

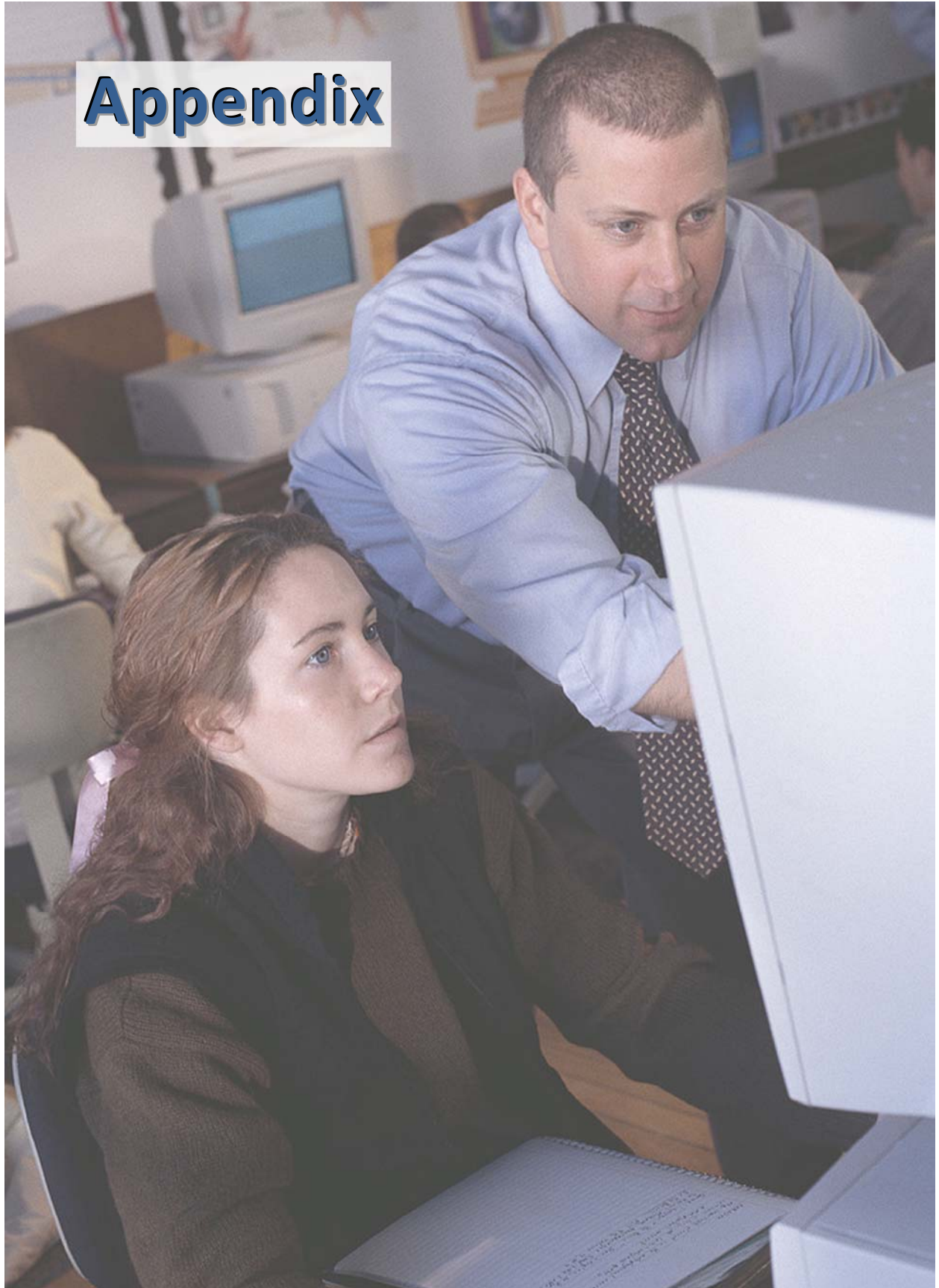
Quality

- Licensure and certification pass rates and student performance on national subject examinations.
- Annual report on measures of the TBR General Education outcomes.
- Number of third-party grants, contracts, agreements, and partnerships to advance research, creative activities, and/or public service in support of system and institutional missions.

Resourcefulness & Efficiency

- Total amount of funds raised through sources other than state appropriations and student tuition and fees.
- Development of institutional plans that promote efficiencies.

Appendix



Oversight Committee

Name	Title	Organization
Bob Thomas	Board Vice Chair	Board of Regents
Charles Manning	Chancellor	TBR
Paula Myrick Short	Vice Chancellor for Academic Affairs	TBR
Sherryl Byrd	Chair, Student Affairs Sub Council	APSU
Chris Drew	Chair, Student President's Council	APSU
Tim Hall	President	APSU
Agenia Clark	Chair of Academic Committee	Board of Regents
Kenny Dunn	Faculty Regent	TTC (McMinnville)
Sean Ochsenein	Student Regent	TTU
Karen Siska	Chair, Faculty Sub Council	CoSCC
William Kirkwood	Vice Provost for Undergraduate Education and Executive Director, Office of Planning and Analysis	ETSU
Horace Chase	Chair, Business Sub Council	JSCC
Dana Nails	Chair, Information Systems Sub Council	JSCC
Anthony Wise	Chair, Academic Sub Council	PSCC
Gary Nixon	State Board of Education	State Agency
James King	Vice Chancellor, TTC	TBR
Robbie Melton	Associate Vice Chancellor for eLearning	TBR
Randy Schulte	Assistant Vice Chancellor for Academic Affairs	TBR
Greg Schutz	Institutional Effectiveness	TBR
Tom Danford	Chief Information Officer	TBR
Dale Sims	Vice Chancellor for Finance	TBR
Wendy Thompson	Vice Chancellor for Access and Diversity	TBR
Ellen Thornton	Business Roundtable	Business Roundtable
David Wright	Policy, Planning and Research	THEC
Carol Puryear	Director	TTC (Murfreesboro)
Francis Otuonye	Chief Research Officer	TTU
Warren Nichols	President	VSCC
<u>Support Staff</u>		
Chris Tingle	Research Analyst	TBR

Data Analysis Committee

Name	Title	Organization
Bob Bell	President	TTU
Ellen Weed	Chief Academic Officer	NSCC
Marcia Everett	Chief Student Affairs Officer	MSCC
Patty Mulkeen	Institutional Research	APSU
Debbie Scott	Institutional Research	WSCC
William Arnold	Director, Access and Diversity	TBR
David Vinson	Faculty Member	PSCC
Greg Schutz	TBR Research and Assessment	TBR
Chelle Travis	TTC Central Office	TBR
Linda Spears	Human Resource Officer	TSU
Mitch Robinson	Finance Officer	APSU
Mike Allen	Chief Research Officer	MTSU
David Hutton	Financial Aid Officer	MTSU
Bill Akey	Admissions and Records	UoM
Stephanie Coker	Information Systems	VSCC

S.W.O.T. Committee

Strengths, Weaknesses, Opportunities, and Threats

Name	Title	Organization
Charles Manning	Chancellor	TBR
Paula Myrick Short	Vice Chancellor for Academic Affairs	TBR
Agenia Clark	Board Member	TBR
Timothy Hall	President	APSU
Warren Nichols	President	VSCC
Carol Puryear	TTC Director	TTC (Murfreesboro)
David Wright	Policy, Planning & Research	THEC
Jack Armistead	Chief Academic Officer	TTU
Rosie Bingham	Chief Student Affairs Officer	UoM
Jack Sanders	Institutional Research	ETSU
Ted Washington	Institutional Research	NaSCC
Tom Crum	Diversity	ChSCC
Larry Burris	Faculty Member	MTSU
Karen Siska	Faculty Member	CoSCC
George Malo	TBR Research and Assessment	TBR
Odell Fearn	Human Resource Officer	RSCC
Ron Kesterson	Finance Officer	PSCC
Lisa Rogers	Information Systems	MTSU
William Duncan	Chief Research Officer	ETSU
Donna Price	Financial Aid Officer	APSU
John Townsend	Workforce Development	TBR
Randy Schulte	Assistant Vice Chancellor for Academic Affairs	TBR

Sub Group on Metrics

Name	Title	Organization
Paula Myrick Short	Vice Chancellor for Academic Affairs	TBR
Randy Schulte	Assistant Vice Chancellor for Academic Affairs	TBR
Wendy Thompson	Vice Chancellor for Access & Diversity	TBR
Norma Lee	Registrar	ChSCC
Dan Gullett	Assistant Vice President for Academic Affairs	DSCC
Joe Myers	Executive Director of Financial Aid	MSCC
Pamela Burch-Sims	Director, Institutional Effectiveness, Quality & Assessment	TSU
Karen Bowyer	President	DSCC
William Kirkwood	Vice Provost for Undergraduate Education & Executive Director, Office of Planning & Analysis	ETSU
Mike Allen	Vice Provost for Research and Dean of the College of Graduate Studies	MTSU
Ralph Faudree	Provost	UM
Jerry Faulkner	Chief Academic Officer	CISCC
Karen Brunner	Assistant Vice President for Institutional Effectiveness and Research	RSCC
Nevin Robbins	Executive Director, Office of Planning & Analysis	STCC
Dale Sims	Vice Chancellor for Finance	TBR
Timothy Hall	President	APSU
Francis Otuonye	Chief Research Officer	TTU
Horace Chase	Chair, Business Sub-Council	JSCC
Susan Graybeal	Vice President for Institutional Effectiveness	NoSCC
Anthony Wise	Chair, Academic Sub-Council	PSCC
Karen Siska	Chair, Faculty Sub-Council	CoSCC
Carol Puryear	Director	TTC (Murfreesboro)
Ellen Weed	Chief Academic Officer	NaSCC
David Wright	Policy, Planning & Research	THEC

