

# **INTEGRATED STRATEGIC PLAN: 2000 – 2005**

## **2003 UPDATE: EXAMPLES OF CAMPUS ACCOMPLISHMENTS TO SUPPORT TBR STRATEGIC PLANNING PRIORITIES**

**TENNESSEE BOARD OF REGENTS  
STATE UNIVERSITY AND COMMUNITY COLLEGE SYSTEM**

## **PLANNING FOR THE FUTURE: QUALITY EDUCATION FOR ALL TENNESSEANS**

For any successful venture, having a vision and a blueprint for achieving success is more necessary than ever in the complex, fast-paced world in which we live. Higher education is no exception. The TBR vision is one of providing quality education that is accessible and affordable to all Tennesseans – of creating an Educated Tennessee.

With an end goal of bringing about an Educated Tennessee, the Tennessee Board of Regents established five system-wide priorities to guide TBR institutions during the 2000-2005 Strategic Planning Period.

- Academic Excellence and Institutional Quality
- Access
- Accountability
- Articulation
- Work Force Development

The Board also identified two additional areas for strategic emphasis:

- Technology
- K-12 Collaboration

During 2000, campuses identified specific activities to support each of these goals. In October 2003 campuses submitted summaries of their strategic plan accomplishments for 2002-2003, which are available on the Tennessee Board of Regents web page under the Research and Assessment Department.

The table below lists each TBR Goal and Objective, along with examples of campus and central staff actions to support the attainment of each objective during the past year.

## Academic Excellence and Institutional Quality

**Deliver high-quality educational programs and services that provide all Tennesseans with the knowledge, skills, cultural awareness, and attitudes they need to experience prosperous and rewarding lives.**

TBR Objective	Campus Activity
<p>Improve the general education core</p>	<p>The TBR System adopted a 41-hour general education core common to all community colleges and universities. All campuses have submitted courses that have been certified as meeting common learning outcomes for the distribution areas of the new core. The effect of this commonality in requirements will be reduced costs to the student and state from this greater efficiency in transfer. The core will be implemented Fall 2004 and will be regularly evaluated.</p>
<p>Review and develop academic programs to ensure quality and accountability consistent with institutional missions</p>	<p>All TBR universities are in the process of ensuring that baccalaureate programs require 120 semester hours for degree completion (some exceptions to address accreditation requirements will be approved), and all TBR community colleges are reducing associate programs to 60 hours. Campuses will have at least 50% of their programs at the 120/60 requirements by fall 2005 and the remainder by fall 2006.</p> <p>Cleveland State Community College has instituted “Unit Assessment Plans” that will support review and development of academic programs. The college uses a unique ACCESS computer model to manage the assessment and improvement process.</p> <p>Chattanooga State Technical Community College has made changes in career programs to respond to market demands. For example, the Information Systems major has been revised to include web development and graphic arts, and the Engineering Technology program now includes industrial maintenance and chemical processing dimensions.</p> <p>Austin Peay State University has implemented a new system for tracking unit-level progress toward meeting objectives and their relation to the broader university goals. All academic and non-academic units are now using the Institutional Effectiveness System.</p>

<b>TBR Objective</b>	<b>Campus Activity</b>
Use technology to enhance teaching, learning, and administrative support	<p>The Southern Association of Colleges and Schools approved a collective substantive change for all TBR institutions awarding the RODP degrees. All system institutions are fully SACS accredited. Between fall 2002 and fall 2003 the number of students enrolled in the undergraduate RODP degrees increased from 2,856 to 3,842 (34%), and the number of course enrollments increased from 5,025 to 6,871 ( 36%).</p> <p>Walters State Community College has recognized by a Yahoo publication as the sixteenth most-wired community college in the nation.</p> <p>Volunteer State Community College has enhanced capability of providing instruction through electronic means by adding eight new master classrooms, bringing their total to 43.</p>
Focus on recruitment and retaining high-quality faculty, staff, and administrators relative to each institution's mission	<p>Tennessee Technological University's faculty salary equity model was funded to bring the mean salary up to 86% of the recommended salary. The administrative and staff equity models address mean salaries at 74% of recommended, and the professional staff up to 80% of recommended.</p> <p>Roane State Community College has increased by 40% the number of training sessions for faculty and staff conducted by the Center for Teaching Arts and Technology. Roane State has also initiated Web for Employees, providing all employees immediate online access to their own employment information.</p>
Focus on program review and accreditation of eligible programs	<p>Chattanooga State Technical Community College conducted a cost analysis of programs and general education based on credit hour production, state and tuition revenue, and budgeted spending. The model and the results will be used in ongoing program review.</p> <p>Walters State Community College's Health Information Technology and Pharmacy Technician programs have received initial accreditation.</p>

<b>TBR Objective</b>	<b>Campus Activity</b>
Enhance student learning and strengthen support services such as advising	<p>East Tennessee State University has funded an increased number of faculty-student collaborative research, scholarship, and creative activities. In the last year, student-faculty collaboration produced 158 publications or presentations.</p> <p>Tennessee State University’s Division of Student Affairs launched, through Title III funding, a first-year program for incoming students. The goal of the program is to ensure that students know and use services available to them to support their success.</p>
Provide instructional and research equipment; improve libraries	<p>Pellissippi State Technical Community College’s Information Technology Plan is fully operational with the continued use of the Technology Access Fees. The IT plan enhances instructional use of technology.</p> <p>Southwest Tennessee Community College upgraded the multi-campus computer network, replaced over 700 desktop computers, expanded the email system to support adjunct faculty, implemented the e-Print electronic report distribution system, and instituted an online help desk and work order system.</p> <p>Austin Peay State University has taken steps to allocate new dollars to the library for expanding its collections according to the priorities set during a university-wide survey.</p>
Support research activities at the universities	<p>The University of Memphis reports that the FedEx Technology Institute, sponsored by a public-private partnership that has generated \$25 million to date, provides a venue for educational and research programs. Its purpose is to enhance students’ learning opportunities, preparing them for technology-rich work environments, and to support faculty research.</p>
Provide research and community service that addresses solutions for and needs of Tennesseans	<p>Northeast State Technical Community College saw the number of community patrons using the college’s Wayne S. Basler Library increase by over 500% over the baseline year.</p> <p>The Volunteer State Community College Math and Science Department held the second Science/Math Expo in the new science building. The new location allowed for more projects and a greater attendance at the community service event.</p>

<b>TBR Objective</b>	<b>Campus Activity</b>
Focus on faculty and staff development	<p data-bbox="708 235 1390 449">Through Title III support and “seed” research/development grants, the Tennessee State University Faculty Support Center recommended for faculty for development leave, and two of these individual supplemented this support with Fulbright grants.</p> <p data-bbox="708 491 1406 667">At Motlow State Community College, 204 faculty and staff participated in training programs on the application of technologies. Also, the college sponsored two life-long learning programs for faculty and staff through satellite downlink.</p> <p data-bbox="708 709 1412 840">Jackson State Community College dedicated 2002-2003 to college-wide job-appropriate training for all employees, with 194 employees participating in one or more sessions.</p>

## Access

**Over the planning period, increase enrollment by 9.4 percent, with particular emphasis on diversity.**

TBR Objective	Campus Activity
Reach more Tennesseans through innovative recruiting and retention strategies	<p>Cleveland State Community College increased dual enrollments, with a number of high school students attending classes on the CISCC campus. Dual enrollment is especially important for orienting and encouraging high school students to higher education. Cleveland State recognized the importance of encouraging even younger students and their parents to plan for college and offered several successful programs for middle school students on the campus. These programs included “College for Youth,” “Saturday Scholars,” and “Science Slam.”</p> <p>Walters State Community College set up on-line registration kiosks on campus and at off-campus locations in Sevier, Greene, and Claiborne counties. Other on-line enhancements include transfer, placement, and job search services.</p>
Increase enrollments of undergraduate and graduate degree students, non-degree students seeking training or re-training, students seeking job readiness, and those seeking readiness for college study through GED preparation	<p>Middle Tennessee State University sees application deadlines and raised requirements for undergraduate admission as strategies to manage enrollment while increasing the academic quality of each new class.</p> <p>The University of Memphis has entered into a partnership with Southwest Tennessee Community College for Southwest’s delivery of all remedial and developmental instruction on the university campus. This arrangement, along with a “fast-track mode” to concentrate developmental instruction, assures academic support for initially underprepared students.</p> <p>Nashville State Community College completed its ninth consecutive year of increases in FTE.</p>
Increase the use of technology such as the Internet and email to reach more people across the state, and deliver courses in non-traditional ways such as through video, by teleconferencing, over the web, through independent study, and on weekends	<p>Middle Tennessee State University’s enrollment in distance learning classes increased by 100% since 2000-01.</p> <p>Colleges of Education at TBR universities initiated the RODP Master of Education in Advanced Studies in Teaching and Learning. This avenue provides add-on endorsements and alternate licensure provisions. The new program is based on National Board, INTASC, and NCATE standards. Fall 2003 enrollments in the new program totaled 17.</p>

<b>TBR Objective</b>	<b>Campus Activity</b>
<p>Increase the participation rate of recent high school graduates in postsecondary education and retain a higher proportion of degree-seeking students</p>	<p>Dyersburg State Community College reports 11.9% headcount growth at its Tipton County Center. Tipton County is the fastest growing county in the DSCC service area and plays a critical strategic role in the future growth of the college.</p> <p>Southwest Tennessee Community College initiated an enrollment management plan to improve recruitment, student retention, and student support services. As a part of the plan, the Provost and Deans of Student Services and Enrollment Management visited targeted high schools to interest graduating students in Southwest.</p>
<p>Continue to develop new courses and programs in high-demand occupations and to respond to new market opportunities in areas of population growth</p>	<p>Dyersburg State Community College extended greater educational opportunity for Obion County through opening the Obion County Industrial Training Center in Union City. The college offers a degree in manufacturing systems and six certificate programs at this site. The college also implemented an LPN-to-RN program to address the critical shortage of nurses in the area.</p>
<p>Use creative means to achieve greater student diversity, increasing the enrollment and retention of women and minorities; academically talented students; older, part-time, and employed students; and international students</p>	<p>Middle Tennessee State University's minority student enrollment increased 10% from 2001 to 2002, with minority students representing 16% of the total fall 2002 student body.</p> <p>Motlow State Community College sponsored a Disability Awareness Seminar delivered by staff for Vocational Rehabilitation, and college personnel conducted a disability awareness workshop for students.</p> <p>Northeast State Technical Community College offered "Community Divide/Computer Applications Literacy," a program for African-American citizens funded through a Geier grant.</p>
<p>Ensure affordability of education for all Tennesseans by offering additional scholarships, improving processes, and increasing fundraising for specific programs</p>	<p>East Tennessee State University exceeded its 2002 target for increasing scholarship funds from external sources and dispersed over \$900,000 in scholarships.</p> <p>Chattanooga State Technical Community College acquired \$110,000 in new scholarship money to assist Sequatchie Valley residents.</p>

## ACCOUNTABILITY

**Focus on academic program accountability in instruction, research, and service/outreach; place emphasis on financial accountability.**

TBR Objective	Campus Activity
Increase funding from external sources, including private contributions, grant funding, research, industry partnerships	<p>Middle Tennessee State University received commitments including a \$1.74 million challenge grant from the Christy-Houston Foundation to expand the School of Nursing, a \$1.5 million pledge to the School of Music to purchase 53 Steinway pianos, and a pledge from State Farm Insurance for a new Professorship in the Insurance Program.</p> <p>Tennessee State University exceeded \$41 million in sponsored programs and research.</p> <p>Motlow State Community College's endowment contributions exceeded the planning baseline by 6%.</p> <p>Northeast State Technical Community College secured a \$106,312 Child Care Access Means Parents in Schools grant from the U.S. Department of Education.</p>
Pursue increase in state support of higher education	Campuses throughout the system are hosting meetings with legislators to discuss ways to increase state support for higher education.
Fund increased technology use for instruction and institutional support	Roane State Community College opened its multi-disciplinary Learning Center fall 2002 to offer professional and peer tutoring and computer work areas for students. Roane State also implemented Web for Students, which provides several student support functions, including on-line registration.
When appropriate, renovate existing space rather than creating new space, and consider increasing leased space to provide greater access to students in underserved locations	Middle Tennessee State University's multi-year renovation project was completed by replacing roofs on 12 buildings, providing internet access in all buildings, upgrading windows in three buildings, and making other improvements to existing facilities.
Emphasize funding capital projects through partnerships with local government and the private sector	<p>At Tennessee Technological University, two major projects were supported through a donation to the College of Education, including \$50,000 to equip and maintain a new exercise physiology lab.</p> <p>Roane State Community College completed construction of a privately-funded 1,000 sq. ft. expansion to the Scott County campus student center.</p>

<b>TBR Objective</b>	<b>Campus Activity</b>
Continue to develop and refine the Tennessee Board of Regents Annual Report Card	TBR Research staff is developing a web-based Report Card that will be updated more frequently, include a broader range of indicators, incorporate institution-specific measures, and provide broader access to this information.
Assess the use of technology to improve efficiency and cost effectiveness	<p>Nashville State Technical Community College installed SCT's fixed asset system, upgraded to most recent version of WebCT, implemented Web for Faculty, and began using ePrint as efficiency and improvement measures.</p> <p>East Tennessee State University, Northeast State Technical Community College, and the Tennessee Technology Center in Elizabethton worked together to identify and implement cooperative efforts for efficiency and financial savings through the Northeast Tennessee Regional Academic Node (NETRAN).</p> <p>Columbia State Community College implemented components of Web for Faculty, Web for Employees, ePrint, and WebFocus.</p> <p>The University of Memphis has implemented the Resource 25 CollegeNet campus-wide scheduling program to maximize use of facilities.</p>
Assess degree to which academic outcomes are met	Southwest Tennessee Community College established a new Assessment Office to support evaluation and improvement efforts. This college implemented a new system for assessing student learning outcomes and support services objectives.
Continue to evaluate the effectiveness of all academic programs	Columbia State Community College assessed the need for increased instruction in critical thinking, communication, and skills of analysis in all degree and certificate programs and made significant progress toward assuring integration of these skills into degree and certificate curricula.

## ARTICULATION

### Strengthen transfer and articulation programs among System institutions.

TBR Objective	Campus Activity
Identify and remove barriers to course articulation	Jackson State Community College conducts annual follow-up surveys of students who transfer from Jackson State and reports that more JSCC graduates find fewer barriers to transfer of coursework than before.
Enhance the transferability of the general education core curriculum	In fall 2004, all TBR universities and community colleges will implement a common set of general education core requirements with guaranteed transfer among institutions.
Enhance the transferability of career courses	TBR community colleges will adopt a common general education requirement (15-17 semester hours) for A.A.S. degree programs, thus facilitating transfer of a significant portion of applied degrees.  Dyersburg State Community College has articulation agreements with area Tennessee Technology Centers for linking Business Systems Technology and Computer Systems Technology to the DSCC Computer and Information Systems Technology program.
Improve communication of transfer information	With its change to comprehensive status, Nashville State Technical Community College has developed materials to promote new AA/AS transfer degree programs.
Ensure that community college students can complete the general education core requirements in the same time frame as students who begin their studies at universities	The implementation of the common TBR general education core will facilitate student completion of these requirements in the first two years of enrollment, whether in a community college or in a university.
Implement universal core curriculum transferability and articulation between and among public institutions	TBR institutions will implement common general education core requirements in fall 2004. The common core will enable both university and community college students to complete the lower division 41-hour requirements in the first two years, thus facilitating transfer of AA/AS completers through direct 2+2 program articulation. Campuses will construct General Education program assessment plans to evaluate student learning and program effectiveness.

<b>TBR Objective</b>	<b>Campus Activity</b>
Provide advising that helps students plan for and recognize expectations of course transfer and articulation	<p>Pellissippi State Technical Community Colleges has articulation agreements with the Art Institute of Atlanta, ETSU, Lincoln Memorial, Johnson Bible College, Maryville College, TTU, Tennessee Wesleyan, Tusculum College, and the University of Tennessee, Knoxville.</p> <p>East Tennessee State University reports continuing increases in the number of students who are enrolled in ETSU programs for which the university articulates associate degrees earned at Tennessee and Virginia community colleges.</p>
Develop course equivalencies TBR institutions	<p>TBR institutions observe common rubrics and numbers for lower division general education courses.</p> <p>Motlow State Community College has recently developed a transfer equivalency website for distribution of information about transfer and articulation.</p>
Communicate information among institutions in a way that effectively resolves transfer issues	Campuses are increasingly using the web, with inter-institutional linkages, as a medium for communicating transfer and articulation plans, course equivalencies, and other transfer information.

## WORK FORCE DEVELOPMENT

**Contribute to the economic well being of Tennessee’s communities, regions, and the state as a whole through work force development, job training, and generation of resources for job creation as well as through research and other partnerships with state business and industry.**

<b>TBR Objective</b>	<b>Campus Activity</b>
Provide quality training using current and emerging technologies	Jackson State Community College’s enrollments in Continuing Education and Corporate Services for job-related training increased.
Provide responsive and timely training to support the growth of existing industry and the recruitment of new industry	Chattanooga State Technical Community College conducted an area-wide needs assessment survey of over 350 businesses in conjunction with the Chattanooga Area Chamber of Commerce. The results will be used for program development.
Increase the number and percentage of females enrolled in training to support employment in non-traditional occupations	Southwest Tennessee Community College developed an entrepreneurial training program for minorities, women, small business owners and their employees.
Establish partnerships with industry to develop curricula	Volunteer State Community College and Nashville State Technical Community College held a meeting with Bosch representatives to revise the curriculum for the A.A.S. in manufacturing technology. VSCC will deliver the general education curriculum for this program, and Nashville State Tech will deliver courses in the major. Nashville State Tech will award the degree.
Build a partnership with the Department of Economic and Community Development to assist in attracting industry to Tennessee and keeping it in the State	During the last year, Pellissippi State Technical Community College’s Business and Community Services Division partnered with 75 area businesses and served 125 organizations in support of economic and community development.
Work with business and industry in problem solving	Roane State Community College collaborated with Nashville State Technical Community College and Vanderbilt University for an NSF grant to support the Center for Information Technology Education in Tennessee. Roane State also recruited the East Tennessee Technology Council as an industry partner.
Continue to expand training relationships with business and industry	Columbia State Community College increased the number of business and industry training participants by 9% over the previous year, with the number reaching 2,175. The college offered new training programs in medical transcription, paralegal, and law enforcement Spanish.
Offer more real-world learning opportunities for students	East Tennessee State University surveyed employers to gain input on the best ways to organize and administer paid and unpaid internships. The College of Business and Technology is developing a unified policy for internship organization.

<b>TBR Objective</b>	<b>Campus Activity</b>
Use local and regional business people as program advisory board members	Chattanooga State Technical Community College has made major program changes as a result of recommendations from the advisory committees for engineering technologies and business and information systems.
Offer community education classes focused on professional interests of the residents	<p>Dyersburg State Community College hosted Book Fest, an annual event partially funded by the Tennessee Committee for the Humanities.</p> <p>Nashville State Technical Community College personnel taught 200 Metro Nashville Police Officers and trainees workplace Spanish to improve communication with the growing Hispanic population.</p>

**SPECIAL AREA OF STRATEGIC EMPHASIS  
TECHNOLOGY**

**Use current and emerging technologies to address the system-wide priorities.**

<b>TBR Objective</b>	<b>Campus Activity</b>
Teach students to embrace technology and to become “fluent” in its use	Nashville State Technical Community College web course enrollment increased almost 60% over the previous year.  Austin Peay State University is in the process of wiring all dormitories for technology. Selected common areas in these buildings will have access points for portable computers. Additionally, APSU is conducting a pilot of wireless connectivity in the Library and the common areas of the new Sundquist Science Building.
Attain a level of faculty and staff competency with technology to guide students and improve effectiveness in the teaching and learning environment	The University of Memphis has established the Advanced Learning Center to serve the entire campus community in increasing information technology fluency, facilitating development of on-line course capabilities, and providing support to faculty in the development of course materials and research programs.
Provide a system-wide strategy to leverage limited resources to support the necessary infrastructure and instructional programs for our students	TBR institutions participate in the collaborative Regents Online Degree Program, which leverages both instructional and technological resources.

**SPECIAL AREA OF STRATEGIC EMPHASIS  
K-12 PARTNERSHIPS**

**Ensure that teacher education programs graduate teachers and administrators of the highest quality. Align TBR standards with secondary school curriculum and performance standards.**

<b>TBR Objective</b>	<b>Campus Activity</b>
Identify and implement strategies to improve the quality of teacher education graduates	Colleges of Education at TBR universities will implement State Department of Education strategies to have highly qualified teachers in every classroom by 2006, as required by No Child Left Behind.
Identify and implement strategies for attracting highly qualified students to the teaching profession (includes early intervention at the middle school grades)	TBR universities, through the RODP, will provide an alternative licensure route for K-12 Math and Science teachers.

<b>TBR Objective</b>	<b>Campus Activity</b>
<p>Develop partnerships with K-12 schools to align curriculum (including technology), instruction, school leadership processes, and standards with teacher education programs</p>	<p>The new RODP Master of Education in Advanced Studies in Teaching and Learning offered by TBR universities is a program designed for certified teachers to receive advanced professional preparation consistent with National Board for Professional Teaching Standards and NCATE requirements. The program provides alternate licensure routes. In has enrolled 17 students in fall 2003 (6 MTSU; 4 TSU; 5 TTU; 2 UoM).</p> <p>During 2002-03, Tech Prep coordinators at the 13 community colleges worked with 303 specific course-to- course articulation agreements between secondary schools and the technology centers and 762 agreements between secondary institutions and the community colleges.</p>
<p>Collaborate with K-12 schools in providing professional development programs for teachers and administrators</p>	<p>Cleveland State Community College advanced the P-16 initiative by forming alliances with six service area high schools.</p> <p>Tennessee Technological University, working with P-12 providers through the Rural Education and Service Consortium, developed five grants proposals. TTU also worked with a total of 22 different schools/systems on issues related to the State Board of Education Improvement Plans and the School Improvement Plans for Accreditation by SACS.</p>
<p>Ensure that teacher education programs meet the standards of accrediting agencies and professional organizations and that program graduates meet licensing standards</p>	<p>All TBR university teacher education programs are accredited by NCATE.</p>
<p>Align teacher education programs with the institution's arts and science programs</p>	<p>The colleges of Education at TBR universities are working with arts and sciences disciplines to address the teacher preparation requirements for licensure in secondary education as arts and sciences degree programs are reduced to 120 hours.</p>