



STRATEGIC PLAN

2015-25 | EXECUTIVE SUMMARY

The 2015-25 TBR Strategic Plan is grounded in Tennessee's statewide educational attainment goal to achieve 55 percent of adult Tennesseans with a postsecondary credential by 2025. To meet this goal, TBR is committed to a mission of Student Success and Workforce Development.

TBR's Strategic Plan establishes three key policy pillars, fulfilled by sustained emphasis on four cross-cutting themes. Together, these seven elements are the foundation of the Strategic Plan and provide a framework for how TBR pursues its mission, as well as a roadmap for our colleges to build their institution-specific Strategic Plans.

TBR is an open-access community and technical college system that serves students of all backgrounds, demographics, income levels, readiness, or circumstances and is committed to meeting student, workforce and community needs for education and training.



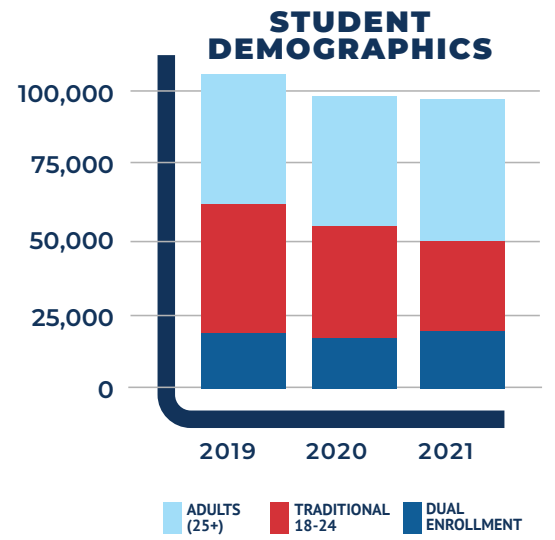
STRATEGIC ENROLLMENT MANAGEMENT

TENNESSEE PRISON COLLEGE COALITION



37%

increase in dual enrollment at TCATs & community colleges since 2015



TBR values completion and is committed to helping students address and confront any existing barriers to completing their programs, whether students are pursuing a transfer degree, a diploma, a short-term certificate or other credential.



LEARNING SUPPORT



SYSTEMWIDE AWARDS

Degrees, Diplomas & Certificates

| 2018 | 2019 | 2020 | 2021 |
|---------------|---------------|---------------|---------------|
| 22,295 | 22,014 | 22,554 | 22,933 |



COMMUNITY COLLEGE GRADUATION RATE

Three-Year Graduation Rate

| 2017 | 2018 | 2019 |
|------------|------------|------------|
| 25% | 26% | 26% |



TCAT COMPLETION RATE

| 2019 | 2020 | 2021 |
|------------|------------|------------|
| 82% | 79% | 86% |



TBR is committed to improving the condition of individuals, families, and communities across the state, which manifests itself in tangible ways such as economic vitality and mobility, but also by improving and enriching the communities we serve.



PROGRAM WARRANTY

ECONOMIC IMPACT STUDIES

TN TRAINED



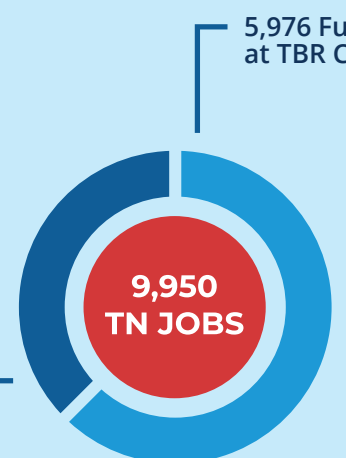
\$224M

Graduates earn \$224 million more each year than they would without a post-secondary credential



\$1.06B

In total economic output for the state



3,974 Jobs Created at Businesses that Provide Support to TBR Colleges

STRATEGIC PLAN

2015-25 | EXECUTIVE SUMMARY



tbr | THE COLLEGE SYSTEM
of TENNESSEE

STRATEGIC PLAN CROSS-CUTTING THEMES

OPEN ACCESS

COMPLETION

COMMUNITY & WORKFORCE DEVELOPMENT

STRENGTHENING COLLABORATION

Central to TBR's mission and its success is the ability to work collaboratively within and across the system and with partners throughout the state and nation. Within the system, TBR values healthy relationships between and with all colleges and the system office. Across Tennessee, listening to and working with external partners in state government, higher education, K12 education, industry, and philanthropy are crucial to enhancing student success and workforce development. Finally, TBR recognizes the value of voices and perspectives outside Tennessee, whether they be foundations, other state systems, think tanks, or other partners who share its commitment to student success and workforce development.

HARNESSING INNOVATION

To meet the challenges we face, TBR will need to pursue and embrace innovations that improve the ways we educate, train and serve students. A hallmark of Tennessee and TBR in recent memory, the commitment to innovation will push us to explore how we reimagine instruction to meet students' needs, to rethink our current student service structures, and to reinvent systems that are outdated and misaligned with our current and future student needs and challenges.

ENHANCING INSTITUTIONAL AND OPERATIONAL CAPACITY

TBR leverages our structure as a system to serve colleges and students more efficiently and effectively. The system office implements shared services and operates other college functions that are more difficult or costly to do individually, such as business functions, data capacity, information technology, and others. Furthermore, we help build college capacity by identifying, evaluating, promoting and investing in best practices.

FULFILLING EQUITY

As an open access system, many students we serve face barriers to access and completion and TBR is committed to confronting and addressing those barriers where they exist. The equity challenge is manifest in myriad ways, such as race, gender, age, income, rural/urban and preparation levels. Regardless of the challenge, TBR endeavors to assist each student achieve success, whether that is a credential, successful transfer, workforce readiness or other goals.

| | | | |
|-------------------------------------------------------------------|---|--|--|
| Advising Academy..... | | | |
| Analysis of State and Regional Labor Supply and Demand Data..... | | | |
| Apprenticeship Program Development and Expansion..... | | | |
| Biennial We All Rise Conference..... | 6 | | |
| Economic Impact Studies..... | | | |
| Emergency Medical Services (EMS) Collaborative..... | 6 | | |
| EPSO..... | 6 | | |
| Gateway Course Academy..... | 6 | | |
| SAILS..... | 6 | | |
| SkillsUSA..... | | | |
| Tennessee Transfer Pathways..... | | | |
| Tennessee Prison College Coalition..... | 6 | | |
| Veteran Services..... | 6 | | |
| Academic Mindset..... | 6 | | |
| Amazon Web Services (AWS)..... | 6 | | |
| Apprenticeship Program Development and Expansion..... | | | |
| Blue Oval City..... | 6 | | |
| Center for Innovation in Teaching and Learning..... | 6 | | |
| Co-Requisite Learning Support..... | 6 | | |
| Competency Based Education..... | | | |
| Comprehensive Learner Record..... | | | |
| Data Science Grants..... | 6 | | |
| High-Impact Practices..... | | | |
| Re-Imagining the Community College Experience..... | 6 | | |
| Re-Imagining General Education..... | | | |
| SAILS..... | 6 | | |
| Student, Engagement, Retention and Success Grants..... | | | |
| TBR Warranty Program..... | | | |
| Tennessee Coaching Project..... | | | |
| Tennessee Open Education..... | 6 | | |
| Tennessee Reverse Transfer..... | 6 | | |
| Tennessee Transfer Pathways..... | | | |
| TN eCampus..... | | | |
| TN Promise..... | 6 | | |
| TN Reconnect..... | 6 | | |
| Biennial We All Rise Conference..... | 6 | | |
| Foundation for the College System of Tennessee..... | 6 | | |
| Maxine Smith Fellows program..... | 6 | | |
| Research and Data Science..... | 6 | | |
| Strategic Advancement..... | 6 | | |
| Strategic Enrollment Management..... | 6 | | |
| Systemwide Marketing and Digital Strategy..... | 6 | | |
| TCAT New Faculty Institute..... | | | |
| Tennessee Service-Learning Consortium..... | | | |
| TN eCampus..... | 6 | | |
| Achieving the Dream..... | 6 | | |
| Biennial We All Rise conference..... | 6 | | |
| Black Male Success Initiative..... | 6 | | |
| Co-Requisite Learning Support..... | 6 | | |
| EPSO..... | | | |
| High-Impact Practices..... | 6 | | |
| Quality Improvements in Long-Term Support Services (QuILTSS)..... | 6 | | |
| Re-Imagining the Community College Experience..... | 6 | | |
| SAILS..... | 6 | | |
| Strategic Enrollment Management..... | 6 | | |
| Student, Engagement, Retention and Success Grants..... | | | |
| Tennessee Coaching Project..... | | | |
| Tennessee Prison College Coalition..... | 6 | | |