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 its colleges to build their institution-specific Strategic Plans.

**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 units with all colleges and the system office. Across Tennessee, listening to and working with external partners in state government, higher education, K-12 education, industry and philanthropy are crucial to enhancing student success and workforce development. 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, TBR and its colleges will need to pursue and embrace innovations that improve their services, create new pathways and serve students. A hallmark of Tennessee and TBR in recent memory, the commitment to innovation will push us to explore how we can navigate instruction to meet students’ needs, to re-envision current student service structures, and to reimagine systems that are outdated and misaligned with our current and future student needs and challenges.

**ENHANCING INSTITUTIONAL AND OPERATIONAL CAPACITY**

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

**FULFILLING EQUITY**

An open access system, many students at TBR serve their barriers to access and completion, and TBR is committed to confronting and addressing those barriers when we see them. The equity challenge is manifest in myriad ways, such as gaps, gender equity, income, race and preparation levels. Regardless of the challenge, TBR commits to assist each student to achieve success, whether that is a successful transfer, workforce readiness or other goals.

**OPEN ACCESS**

- Advising Academy
- Analysis of State and Regional Labor Supply and Demand Data
- Apprenticeship Program Development and Expansion
- Biennial We All Rise Conference
- COVID-19 Vaccine Sites of Distribution
- Economic Impact Studies
- EPSO
- Gateway Course Academy
- SAILS
- SAILS: Tennessee Pathways
- Tennessee Transfer Pathways
- TN Higher Education in Prison Project
- Workforce Mosaic College

**COMPLETION**

- Academic Mindset
- Apprenticeship Program Development and Expansion
- Center for Innovation in Teaching and Learning
- Co-Requisite Placement Plan Project
- Co-Requisite Learning Support
- Competency Based Education
- Comprehensive Learner Record
- Data Science Grants
- Gate Foundation Frontier SE
- High-Impact Practices
- Re-Imagining General Education
- SAILS
- Student, Engagement, Retention and Success Grants
- TBR Workforce Program
- Tennessee Open Education
- Tennessee Pathways
- Tennessee Reverse Transfer
- Tennessee Transfer Pathways
- TN eCampus
- TN Promise
- TN Reconnect

**COMMUNITY & WORKFORCE DEVELOPMENT**

- Biennial We All Rise Conference
- COVID-19 Vaccine Sites of Distribution
- Fauxcination for the College System of Tennessee
- Maxine Smith Fellows Program
- Research and Data Science
- Strategic Advancement
- Strategic Enrollment Management
- Systemwide Marketing and Digital Strategy
- TN eCampus Faculty Inductees
- Tennessee Service-Learning Consortium
- Tennessee Pathways
- TN eCampus

- Achieving the Dream
- Biennial We All Rise Conference
- CARES Act Success Initiative
- Co-Requisite Remediation
- EPSO
- High-Impact Practices
- SAILS
- Strategic Enrollment Management
- Student, Engagement, Retention and Success Grants
- TN Higher Education in Prison Project