Flight Plan Update
July 29, 2015 with continuation on August 12, 2015
Dean's Conference Room

July 29, 2015

Present:

      Dr. Claire Stinson, Chairperson, Office of Planning & Finance
      Dean Doug Bates, Library
      Dr. Kevin Braswell, University Advancement
      Dr. Alice Camuti, Graduate Studies
      Kae Carpenter, University Counsel
      Dr. Corinne Darvennes, Faculty Senate President / College of Engineering
      Dr. Theresa Ennis, University Assessment
      Dean Melissa Geist, College of Interdisciplinary Studies
      Provost Bahman Ghorashi, Provost's Office
      Dr. Robert Hodum, Enrollment Management and Student Success
      Carol Holley, Provost's Office
      Dr. Darrell Hoy, College of Engineering
      Dr. Sharon Huo, Provost's Office
      Melissa Irvin, Enrollment Management and Student Success
      Dr. Glenn James, Institutional Research
      Karen Lykins, Communications & Marketing
      Dr. Vahid Motevalli, College of Engineering
      Dean Liz Mullens, College of Agriculture & Human Ecology
      Dr. Nat Natarajan, College of Business
      President Philip Oldham, President's Office
      Dr. Francis Otuonye, Office of Research
      Dean Tom Payne, College of Business
      Dean Paul Semmes, College of Arts and Sciences
      Dean Jennifer Shank, College of Education
      Diane Smith, Office of Planning & Finance
      Elizabeth Sofia, Provost's Office
      Dr. Bharat Soni, Research & Economic Development
      Dr. Mark Stephens, Provost's Office
      Dr. Holly Stretz, College of Engineering
      Dean Huey-Ming Tzeng, College of Nursing
      Dr. Ken Wiant, College of Business

Opening Remarks:

Dr. Claire Stinson called the meeting to order at 9:00 a.m. and welcomed everyone.
She thanked everyone for their participation and work on the Flight Plan.

Dr. Philip Oldham also thanked everyone for all their work on the Flight Plan. Dr. Oldham reiterated that when we entered into Flight Plan two years ago it was a non-traditional strategic plan – a lens to keep attention focused – a way to lay out strategic items with progress but more importantly, a way to keep eyes on the challenges of the future. The Flight Plan is our foundation to continue to improve.

Dr. Bahman Ghorashi stated he had similar comments as Dr. Oldham. He also thanked Dr. Huo, Dr. Armstrong and Dr. Theresa Ennis for their work on SACSCOC where wonderful progress has been made. He added that assessment and accreditation is not just a chore but is much needed to realign importance with time – we are a better institution because of it.

Summary of Flight Plan Metrics Data:

Dr. Nat Natarajan summarized the Flight Plan which includes:

4 Focus Items:
  Undergraduate Education
  Technology
  Distinctiveness
  Infrastructure and Resources

12 Priority Actions:
  1. Freshmen Flight Path
  2. Academic Advising
  3. High-Demand Course Capacity
  4. Technology Service to Students
  5. Technology Infrastructure and Innovation
  6. Undergraduate Co-Curricular Program
  7. Multidisciplinary Research
  8. New Graduate Programs
  9. Technology in Teaching
  10. Enrollment, Tuition and Scholarships
  11. Physical Infrastructure Priorities
  12. Efficiency and Effectiveness

10 Metrics:
  Undergraduate:
  1. Act Score Range
  2. FTE Enrollment
  3. Bachelor's Degrees
  4. Retention Rate
  5. Six-Year Graduation Rate

       Graduate and Research:
6.   Doctoral Degrees
7.   Master's Degrees
8.   Research Expenditures Per Faculty

       Financial:
9.   Operating Expenditures Per Student
10.   Endowment Per Student

Dr. Nat distributed a handout which was reviewed and discussed. (See Attachment A – the first page, Metric #9, was later revised on 8/11/15). Dr. Nat explained that the source of the data was for Integrated Postsecondary Education Data System (IPEDS). Dr. Nat pointed out that TTU is holding steady or making improvement in most areas with one area of concern being the graduate degrees conferred.

Dr. Stinson mentioned that she, Jeff Young and Dr. Glenn James were working on these metrics due to the many definitions of FTE. TTU needs to use the same definition for all reporting and will bring back updated information to the next Flight Plan meeting in late September or early October. Dr. Stinson also pointed out that the graduate student outcomes were important because they currently earn a point in our formula funding.

Focus Area #1: Improve Undergraduate Student Experience:

Dr. Robert Hodum updated the group on the focus area regarding Improving the Undergraduate Student Experience with a presentation which is Attachment B. Dr. Hodum pointed out that Scott Northrup who was the co-leader of this focus area had recently retired and another co-leader would be appointed in the near future.

Dr. Hodum reminded the group that planning began for these initiatives in Fall 2012 and transitioned into implementation during Fall 2013. Dr. Hodum provided a progress update on the three Key Priorities housed under the umbrella of Improving the Undergraduate Student Experience.

Priority #1: Freshman Flight Path: This involved implementing an early intervention attendance initiative in Fall 2013 with a soft launch of the N2N attendance software which is a technology-enabled class roll system. Flight Path was fully launched in Fall 2014. Key accomplishments for this program include:

- Doubled the level of faculty participation
- 20% increase in the number of students contacted

- 3.89% increase in first-time freshman (FTF) earning 2.0 GPA or higher (1st Fall term)
- 6.32% increase in the number of FTF completing 80% or more of attempted hours

Key challenges for this program include:

- Data processing is manual & very time intensive
- No standardized process for attendance reporting
- Attendance reports are not received in timely fashion
- Need to reach a larger % of freshman cohort

A discussion followed regarding the impact on retention of this program and it not being able to be fully assessed at this time. Data will be compiled in mid-Fall 2015.

Priority #2 -- Academic Advising: A professional advising system was established that expands the number of professional advisors and supports faculty-student mentorship. Each college developed a plan for how the advisors are utilized. Due to the increase in professional advising staff across campus, the main focus on training for 2014-15 was on the professional advising staff.

Accomplished of this program from October 2014 – July 2015 include:

- Established Academic Advising Council
- Established TTU Advising Exchange to provide professional development for advisors
- Professional advisors are utilizing the Student Success Collaborative to proactively advise at-risk students

Key challenges for this program include:

- Continuing to see opportunities to engage faculty advisors in enrichment activities related to their service as advisors
- Delayed expansion of the GradesFirst module in the Student Success Collaborative to have more tracking abilities

Priority #3 -- High Demand Course Capacity: An evaluation of course availability and scheduling was initiated in Fall 2013 to evaluate where bottleneck for registration existed and to examine the use of space for instruction.

Key accomplishments over the last academic year include:

- Implemented Banner electronic waitlist
- Implemented SOAR pre-enrollment

- Implemented College Scheduler
- 3% increase in the utilization of available space

Key challenges in this area include:

- Strategies not used consistently across institution
- Shifting enrollment causes shift in areas of high-demand
- Limited access & use of data to support improvements

Focus Area #2: Transform Technology:

Dr. Stinson explained that Dr. Terry Saltsman and Dr. Carl Owens were unable to attend this meeting and will provide an update at a later time. Reid Christenberry recently retired and is no longer a co-leader for this focus area and is currently being replaced by Dr. Saltsman.

Focus Area #3: Create Distinctive Programs & Invigorate Faculty:

Dr. Mark Stephens provided a presentation and led the group in discussion of this focus area. The presentation was later obtained and is provided as Attachment C.

Priority #6 – Co-curricular Undergraduate Program includes 4 action areas: Undergraduate Research (URECA); Co-op; Study Abroad; and, Service Learning. Overall, reasonably good progress is being made on all of the co-curricular areas programs, however, further progress on some areas will begin to stall due to limited financial resources. Specifically, some faculty requests for funding of study abroad class trips are being denied simply due to lack of sufficient funds to approve all requests.

1) Undergraduate Research (URECA) – the number of students participating in URECA has increased from 142 in academic year 2013-14 to 156 in 2014 -15. The largest challenge is accurately measuring the level of student involvement because there are many more students working with faculty on research projects that are not funded by URECA. At this time, there is no university-wide system to track these research activities.

2) Co-op – there were 242 students participating in Co-op for 2013-14. Although summer 2015 data is not yet available, there were 161 students participating in fall and spring of 2014-15.

3) Study Abroad – 236 students participated in 2013-14 and 2014-15 increased to 279 students.

4)   Service Learning – in 2012–13 there were 5187 students involved in service learning projects as compared with 7047 students in 2013-14. Data for 2014-15 was not available at this time. These number reflect both course affiliated and non-course affiliated projects.

Priority #7 – IDEAS Multidisciplinary Research Innovation – there were three new cross-appointment positions since 2013.

Also, a number of projects were funded through the innovation incubator:

1)   Running classes in the IDLI in the library.

2)   Eagleworks competition.

3)   Received NSF REU site funding.

4)   Progress toward the acceptance of the I & E certificate

5)   Two new Stanford-trained University Innovation Fellows working with SOAR to connect freshmen to Innovation activities.

Priority #8 – New Graduate Programs – there were a total of five new graduate programs approved in high demand areas:

1)   PSM: Manufacturing and Sustainability

2)   MPS: Healthcare Administration

3)   EdS: Library Science

4)   MA: STEM Education

5)   EdS: STEM Education

Additionally, there are five graduate programs in various stages of development/approval:

1)   MS in Human Ecology

2)   DNP joint degree with ETSU

3)   Master of Accountancy

4)   PhD in Educational Psychology and Counselor Education

5)   MS in TESOL (Teaching English to Speakers of Other Languages)

There were 24 graduate degrees offered in the following major areas:

Arts & Sciences:	4
Business:	1
Education:	8
Engineering:	6
Interdisciplinary Studies:	4
Nursing:	1

There was a 14% increase in graduate enrollment in 2013-14 over 2012-13 with a 1.5% overall increase for the two year period. The Fall PhD enrollment 3-year average has increased to 105 in 2014 from 94 in 2012.

There was discussion regarding the table provided by Dr. Stephens on the average time in years to graduation per degree program and the reason there is such a wide span of variations in time. The average time to graduation spans from 1.9 years for an MA in Instructional Leadership to 6.7 years for a PhD in Environmental Sciences.

Focus Area #4: Expand Financial Resources and Modernize Infrastructure:

Dr. Claire Stinson provided a handout for the discussion of the Infrastructure and Resources focus area which is included as Attachment D.

Priority #10 – Enrollment, Tuition, and Scholarship: An evaluation of undergraduate enrollment and tuition was conducted with the intent to improve use of scholarships. Some of the accomplishments in this focus area include:

- Consolidated mandatory and non-mandatory fees.
- Approval of maintenance fees to support Flight Plan actions
- Developed budget model with resource allocation focus
- Developed cost-of-education model

Key challenges include:

- Continuing decline in state appropriations
- Decline in first-time, full-time freshmen

Dr. Stinson added that THEC was currently reevaluating the funding formula and would be asked to provide a walk-through of the formula.

Priority #11 – Physical Infrastructure Priorities: The long-term goal is to enrich and modernize the university's physical and infrastructure. Accomplishments in this area include:

- Continued academic and residential life buildings upgrades
- Completed first major outdoor space upgrade – Centennial Plaza
- Planning and design for new Student Recreation & Fitness Center
- Renovations started on student spaces – Roaden University Center
- Potential financing plan for parking and green space developed

Challenges identified are:

- Decreased dollars available from state capital maintenance appropriations
- Less discretionary local funding to address physical facilities issues
- Staffing level makes it difficult to support large number of projects

Priority #12 – Efficiency and Effectiveness: The goal is to streamline administrative requirements by simplifying business processes and leveraging technology to improve effectiveness. Recent accomplishments include:

- Electronic upgrades in Purchasing (EagleBuy) and Accounts Payable
- Electronic upgrades to student payment system including SponsorPoint for 3rd party payers
- Modernized Post Office and Printing Services
- Progress on implementing more robust People Admin HR system

Challenges include:

- Staffing issues have impeded progress on streamlining Human Resources functions

Academic College Activities/Projects for the Flight Plan:

Volpe Library: Dr. Doug Bates led a discussion and provided a handout (Attachment E) of Flight Plan activities for the Volpe Library which include:

- Coordinated tutoring
  - o Over 4,000 tutoring sessions held in 2014-15
- Digital Media creation lab
- Partnering with IDLI/iCube

- Renovation of 3rd floor for IDLI/iCube
- On demand system for journal article purchase
    - Canceled 182 high cost titles and provided access to over 9,000 titles for the purpose of article purchase

A need was identified for better signage for both internal/external areas of buildings as well as off-campus signage. Dr. Stinson indicated this would be an appropriate addition as an added goal in Focus Area # 4 in ways to modernize infrastructure.

College of Agriculture & Human Ecology (CAHE): Dr. Liz Mullens provided a handout (Attachment F) and led the discussion on activities for CAHE which include:

- Faculty participated in attendance reporting/encouraged attendance
- CAHE Student Success Center established
    - 101 SOAR attendees were enrolled
- CAHE Student Orientation Squad (SOS) created
    - FTF enrollment increase 45% in HC and 49% in AGRI
    - SSC advisor had 391 advising appointments
    - SSC Director contact resulted in 40 additional enrollments
- AGRI increased class size in AGBE 2100
    - 10 additional students
- AGRI added additional section of AGBE
    - Number of students needing substitution and independent studies has been reduced
- Added Hybrid Computer and Mobile Access Lab and upgraded CAD lab
    - Lab shared with Foreign Languages
- All classrooms have upgraded technology and teaching stations
    - 25% more classrooms have teaching stations
- Three international study tours completed
- HEC PI to one state grant: $330,000
    - 30 hours of training delivered to 75 individuals in 5 counties
- AGRI received $137,000 grant for Resource Managed Farm
    - Multiple projects identified for completion over 5 years
- AGRI approved for $85,000 grant to employ poultry specialist
- MS in HEC will receive site visit in September 2015
    - Implementation Fall 2016
- AGRI is midway into the letter of intent for the MS in Sustainable AGRI
- Web Soil Survey used to teach students
- Increased number and amount of student scholarships
    - 5 new scholarships added

- South Hall interior renovation nearing completion
  - Labs increased 25%
  - 70 seat classroom added
  - JW 2nd floor classrooms relocated to South Hall
- New Office Furniture for CAHE faculty and staff

College of Arts & Sciences (CAS): Dr. Paul Semmes provided a handout (Attachment G) and led the discussion on activities for CAS which include:

- CAS Student Success Center (SSC) coordinated efforts with Advisement & Retention Services on attendance issues
- CAS SSC now also serves as primary advisors for freshman in 6 of 10 departments
  - Three new FT advisors added
- Tracked availability of seats in general education courses as well as high-demand courses (80 courses)
- Improvements in CAS ability to meet student demand
  - Better communication of needs and resources
  - Hiring additional FT Faculty to increase capacity
  - Decrease in FTF enrollment
- Nine more FT faculty added in FY15 vs FY14
  - F14, ~20,000 seats provided with ~1800 available at beginning of semester. F13, ~19,100 seats provided with ~800 available at beginning of semester
- Chemistry had 10 UG student research projects supported from gift funds
- URECA supported 19 student projects, 18 student trips and 4 faculty trips.
- Physics had 5 students working on research projects with faculty
- Through June 18, 2015, 21 grants have been activated with PI from CAS totaling $1,519,025.
- CAS Faculty Development Funds supported 35 faculty in scholarly activity travel
  - Fund increased to $30,000 in FY15 vs $20,000 in FY14.

College of Business (COB): Dr. Tom Payne provided a handout (Attachment H) and led the discussion on activities for COB which include:

- Adding Recruitment Coordinator position in partnership with Career Services to focus on recruitment, retention, and internship/career placement
- Increased amount of UG scholarship to FTF by 5%.
- COB SSC began "Eagles Excel" program

- Department Chairs now meet with students during sophomore year to aid transition to upper division courses
- Two new faculty positions added to teach high-demand general education courses and add additional capacity support
  - New positions allowed COB to offer 6 new sections in high demand areas
- Collaboration with IT and development units, Bloomberg Technology will be deployed in 2015-16
  - The added terminals will transform course content, be accessible to students and faculty for research and support co-curricular experiential learning projects
- Emphasized communication efforts by redesigning website, installing 14 new electronic message boards, expanded social media, and distribution of e-newsletters and blasts.
- Working with multidisciplinary campus units, the Business Media Center launched technology-based collaborative work environment in Library and Media Center.
- Ad hoc Committee on Entrepreneurship expanded co-curricular offerings.
  - New Eagle Works Competition was launched in 2015.
- iCube continued strong business technology development and marketing campaigns
  - Cutting-edge technology and marketing projects generated $1.5M in external revenue
- Letter of Intent prepared to add online/hybrid Master of Accountancy Program
  - Anticipated launch Fall 2017
- MBA implemented an ethics module
- COB awarded record number of scholarships
- MBA program restructured to eliminate UG business pre-requisites.

College of Engineering (COE): Dr. Darrell Hoy provided a handout (Attachment I) and led the discussion on activities for COE which include:

- Increased Freshman Retention rate
  - 75.4% to 79.0%
- Added 4 new SSC Advisors
- Added 6 new SSC Student Ambassadors
- Added SSC Tutoring Sessions
  - 156 to 164 sessions
- 5 new SSC Professional Development Workshops
- New SSC Supplemental Instruction with Math Department
- Established SSC Coordinator
- 4 new Assistant Professor Positions

- Increased Teaching Assistants
- Added 5 new class sections in COE based on enrollments
- Completing Innovation Discovery Learning Institute with Business
- Campus-wide Distance Learning Rooms & Equipment
- 1st partner with ITS to reduce network congestion
- 1st Cohort with 2+2 with Chattanooga State & Volkswagen
- Eagle Works competition with COB
- Established 10 new faculty research labs
- Started PhD Cohort in Communications at ORNL
- TBR Approved Prof. Masters in Manufacturing Sustainability
- Increased BS, MS and PhD Enrollment

Dr. Hoy pointed out challenges for the College of Engineering who has an approximate enrollment of 20% international students. A fairly large number of international students are struggling in their academic work which appears to be due to inadequate preparation in Math and English. Unfortunately, this is not discovered until after they have arrived and taken the Compass test. Consequently many of these students have to spend two-or three-semesters (or even more) trying to get the background courses We need to create a standard to evaluate their qualifications before they are admitted to TTU.

Another challenge are the lab and classrooms facilities – faculty need to have labs more quickly than in 1.5 years.

Also, there has been a large increase in academic misconduct in the COE. This led to additional discussion among the group that academic misconduct appears to be more brazen and increasing across campus. It was suggested that Dr. Oldham, Academic Affairs and Student Affairs partner on this issue. One effort suggested was to set expectations when students arrive on campus.

Dr. Stinson noted that with such great discussion we were into the lunch hour and that we had three more colleges on the agenda to report. It was decided to reconvene the group in two weeks.

Dr. Stinson thanked Dr. Sharon Huo for all of her work. She added that they would be discussing the noted challenges in the upcoming Focus Groups.

Dr. Theresa Ennis quickly showed the group the Compliance Assist website: https://www.tntech.edu/search?search=compliance+assist which shows the goals to Flight Plan. Dr. Ghorashi suggested that the accountable individuals be included into the format.

The meeting adjourned at 12:15 p.m.

The **Flight Plan Update group reconvened** at 10:30 a.m. on **August 12, 2015** in the Dean's Conference Room with the following individuals in attendance:

> Dr. Claire Stinson, Chairperson, Office of Planning & Finance
> Rita Barnes, Honors Program
> Dean Doug Bates, Library
> Marc Burnett, Student Affairs
> Dr. Alice Camuti, Graduate Studies
> Kae Carpenter, University Counsel
> Dean Melissa Geist, College of Interdisciplinary Studies
> Provost Bahman Ghorashi, Provost's Office
> Dr. Sharon Huo, Provost's Office
> Melissa Irvin, Enrollment Management and Student Success
> Dr. Glenn James, Institutional Research
> Karen Lykins, Communications & Marketing
> Dean Liz Mullens, College of Agriculture & Human Ecology
> Dr. Nat Natarajan, College of Business
> President Philip Oldham, President's Office
> Dean Tom Payne, College of Business
> Dean Joseph Rencis, College of Engineering
> Dr. Terry Saltsman, Information Technology Services
> Dean Paul Semmes, College of Arts and Sciences
> Dean Jennifer Shank, College of Education
> Diane Smith, Office of Planning & Finance
> Elizabeth Sofia, Provost's Office
> Dean Huey-Ming Tzeng, College of Nursing
> Dr. Ken Wiant, College of Business

Dr. Claire Stinson called the meeting to order and thanked everyone for their work and commitment explaining that this session was a continuation of the initial session on July 29th. Today will include reports from three colleges -- Education, Interdisciplinary Studies and Nursing -- Focus Area #2: Transform Technology, Benchmarking and Next Steps.

Academic College Activities/Projects for the Flight Plan (continued):

College of Education (COED): Dr. Jennifer Shank led a discussion and provided a handout (Attachment J) of Flight Plan activities for the College of Education which include:

- Academic Advisors for all COED majors
- Using Student Success collaborative to better track student progress and path to graduation
- Advisors meeting with students in SSC as well as in home departments
- EXPW has expanded class offerings in "quality of life classes"
- Class offerings and class times for high demand course classes have been expanded
- Creation of an ETS approved testing center to administer the PRAXDIS, GRE and other ETS tests
- Installation of CDL cameras for security and majors to observe
- Soon to be implemented VTC solution in FARR 106 to provide functionality to Polycom/Cisco
- All new hardware and software in BFA recording booth
- Updated sound equipment and hardware in all BFA classrooms
- Numerous collaborative UG degree plans
- Collaborative Research Grants totally over $1.6M
- New 54 hour Master of Arts with initial licensure allows students to return to school and earn a master's in an appropriate degree and receive initial licensure in teacher education
- Research in assistive technology and teaching
- New contract with Chattanooga State on 2+2 program
- Working to expand 2+2 programming at 8 sites
- Working with development to expand endowed scholarships
- Working to create active recruitment strategies to address enrollment decreases in UG
- Projects completed or in process: Water Treatment plant at Craft Center, Memorial Gym Pool, CDL upgrade, new roof, new paint and carpet in BFA public areas. Updated public areas in TJ Farr.
  - Art Department needs permanent, centralized space in Foundation Hall

College of Interdisciplinary Studies (CoIS): Dr. Melissa Geist provided a handout (Attachment K) and led the discussion on activities for CoIS which include:

- SSC Academic Advisors developed processes
  - 650 advising sessions
- SSC created advisement questionnaire
- SSC created evaluation tool
  - 99% answered "strongly agree" or "somewhat agree" to question "I believe the advisor responded to my needs promptly"
- SSC assessed students who changed majors

- o Advising is often complex due to transcripts from multiple institutions, "old credits and many course substitution requests
- TBR approved new fine arts/humanities elective in Religious Studies
  - o Spring 2015: 1 section with 25 students
  - o Fall 2015: 3 sections with total of 80 students
- SSC implemented online youcanbookme.com scheduling system
- C & S person in Professional Studies proctored over 1500 exams for RODP courses
  - o Proctored exams require a major time commitment. In future, these duties will shift back to departments due to overwhelming number of students.
  - o TTU needs a Testing Center
- School of Environmental Studies (SOES) partnered with Water Center on GIS license
- SOES early adopters of iCUBE
- CoIS partnered with COE and COB to develop Entrepreneurship/Innovation certificate
- CoIS leading development of TESOL certificate with DOED, English and Internal Affairs
- CoIS leading effort to development Religious Studies Minor w multiple departments
- Mission trip with Nursing to Panama
- Collaborative on Water, Sanitation, Hygiene (WASH) research grant.
- Received QEP and VentureWell funding for nursing and engineering students to collaborate
- Added Masters of Professional Studies in Health Care Administration with an embedded Health IT certificate
  - o Program approved by TBR in December 2014; launched first course in S15.
- SOES pursuing articulation agreement with Volunteer State Community College
- CoIS will launch 2+2 program at CHEC in Spring 2016.
- CoIS formed foundation board: Board of Advocates
- Southwest Hall will soon be equipped with video-conferencing capabilities
  - o CoIS needs office space: 2 faculty and 1 administrative associate without offices

The group discussed the overall need on campus for testing and the need for a Testing Center which could be shared by multiple departments. The need for personnel was also discussed. Dr. Geist also mentioned her amazement at the frequency of cheating on exams. Dr. Shank noted they use student workers and GA's for the Praxis which requires a 1 to 7 ratio. Dr. Payne also pointed out the COB needs for GMAT and LSAT testing. Dr. Terry Saltsman asked how many computers would be needed and if a room

with multiple cameras would be sufficient. Dr. Stinson mentioned there was a Testing Center at CHEC and mentioned scheduling a meeting to discuss this subject further. Dr. Ghorashi asked the Deans to get together and submit a joint proposal for a Testing Center that would include the number of needed computer stations, staffing and what would be needed to create a new Testing Center.

Whitson-Hester School of Nursing (WHSON): Dr. Huey-Ming Tzeng provided a handout (Attachment L) and led the discussion on activities for WHSON which include:

- The first five-semester upper division cohort graduated in December 2014.
    - 100% pass rate on NCLEX-RN Exam
- Accelerated BSN for Second Degree Students (Pilot Program)
    - Initial learning outcomes report higher than normal score
- Use of Degree Works by Professional Advisors and Faculty
- Added Academic Advisor from Enrollment Management
- Online Testing for all Nursing Courses
- Implemented NAVEX Global Policy Management System
    - Transitional 80 internal policies and procedures into the system
- 2 Study Abroad trips
    - Haiti in Summer 2014
    - Belize in Summer of 2015
- Expansion of Faculty Scholarly Activities
    - 6 awarded grants totaling $25,200
    - 10 poster/podium presentation by 20 faculty
    - 12 published articles
    - 10 articles in press
- Fostered multidisciplinary research collaboration
- Joint DNP with ETSU
    - Letter of intent submitted and approved in January 2015
    - Proposal is currently in discussion process
        - Dr. Ghorashi emphasized that further discussion is required on DNP program
- PhD in Nursing: Letter of Notification is currently in development
- RN-BSN program being scaled up
    - Partnering with Academic Partners and Instructional Connections – under discussion
    - MOU is currently under discussion with Roane State Community College to move from AND to our RN-BSN
- Progression Scholarships for Accelerated BSN Cohort
    - Jeans and Bling fundraiser
- Continuous Improvement Progress Report (CIPR) submitted in December 2014; approved in July 2015.
- Continuity of Operations Plan (COOP) submitted to Provost in June 2015

- Strategic Plan under development

Focus Area #2: Transform Technology:

Dr. Stinson indicated that Dr. Carl Owens (co-leader) for this Focus Area was unable to attend today's session. Dr. Terry Saltsman who recently replaced Reid Christenberry as co-leader will be giving today's report.

Dr. Saltsman provided a handout for the discussion of the Transform Technology focus area which is included as Attachment M.

Priority #4 – Technology Service to Students: The goal is to improve technology service to students by meeting student needs for connectivity and support. Accomplishments include:

- myTECH was officially launched
    - 2629 student usage
        - Half of contacts were for forgotten passwords
- ID Management using EagleNet, Guest Wireless
    - Allows unique password
    - Wireless will follow across campus
    - More secure
- Build Tech Wall

Challenges include:

- Push Technology using mobile apps tested and was not adequate
- Space for Tech Spot

Priority #5 – IT Infrastructure and Innovation: The goal is to create an IT strategic plan to strengthen technology capabilities in infrastructure and services and to establish a fund to promote innovation. Accomplishments include:

- New research in computing initiative for High Performance Computing (HPC) new members
    - Working toward a solution
    - Team going to Vanderbilt; welcome for others to join
- Off-campus backup system time reduced

Challenges include:
- Storage system nearing capacity and needs upgrading
- Internet dual pathway

Benchmarking:

Dr. Stinson explained that the Flight Plan would be moving toward the needed metrics and she, Dr. Glenn James along with Jeff Young had been working on data definitions as it pertains to FTE and expenditures. In September/October 2015 we can pull in the 2014-15 measures and will include benchmarking against peers.

Dr. Stinson noted that Huron was using 2009-10 and 2010-11 and explained that we know some of our recent efforts will be realized in later years. Dr. Stinson turned the discussion over to Dr. Glenn James who prepared a presentation and provided an updated Flight Plan Metrics table and graphs as a handout. Following the Flight Plan Update Meeting on August 12, 2015, Attachment N was distributed via email and is a larger updated document.

The presentation and handout included graphical comparisons of TTU and the Flight Plan National Peers and Flight Plan Tennessee Peers. The 10 pairs of graphs correspond to the 10 items in the Flight Plan Metrics Summary.

The Flight Plan Metrics Summary contains 5 years of TTU measures, with 2013-2014 being the most recent complete year of information.

For 2014-2015 at TTU, the following two measures already are available:

1. ACT Composite Score Interquartile Range for the freshman cohort of Fall 2014: 21-27 (an increase)

5. Six-Year Graduation Rate for freshman cohort of Fall 2008: 49%   (a decrease)

For 7 of the other 8 items in the 10-item Flight Plan Metrics Summary, the 2014-2015 year ended on June 30, 2015, and measures of these items will begin to be assessed at TTU. These 7 items are:

2. Full-Time-Equivalent Enrollment (12-Month)

3. Bachelor's Degrees Conferred

6. Doctoral Degrees Conferred

7. Master's Degrees Conferred

8. Total Research Expenditures Per Full-Time Tenured Faculty

9. Operating Expenditures Per Full-Time-Equivalent Student (12-Month)
10. Endowment Per Full-Time-Equivalent Student (12-Month)

Items 1, 4, and 5 are on a different 12-month cycle that ends in mid-September. So, new measures for the following three items will become available after mid-September 2015:

1. ACT Composite Score Interquartile Range (for the freshman cohort of Fall 2015)

4. One-Year Retention Rate (for freshman cohort of Fall 2014)

5. Six-Year Graduation Rate (for freshman cohort of Fall 2009)

Corresponding information about the 10 Flight Plan Metrics at Flight Plan Comparison Universities will be become available later from the Integrated Postsecondary Education Data System (IPEDS), a federal data repository regarding higher education in the United States. TTU will seek to obtain comparative data for benchmarking purposes as soon as the data are available.

Next Steps:

Karen Lykins passed out a handout which is included with the minutes and marked as Attachment O. Karen discussed the Next Steps in the Flight Plan and explained that the information learned in the last two meetings would be communicated to others. The Office of Communications and Marketing would be facilitating and collaborating on additional ways to communicate the Flight Plan. The Flight Plan website (https://www.tntech.edu/flightplan/) will soon be updated to include the information provided in the last two weeks.

Karen pointed out that the current Flight Plan website included an Overview, Focus Areas, Key Priorities which step through each Focus Area, and Legacy Plans. The Gap Analysis will be updated and the FAQ's will be refreshed.

Dr. Oldham asked Karen to explain to the group how the handout document was developed. Karen explained that the document was prepared to simplify the Flight Plan for messaging and to be used in branding conversations. It was developed as a result of discussions at the President's Cabinet meeting and could be used with students answering their question, "How do I fit in?" A survey was also conducted of students, prospective students, faculty/staff, alumni and employees.

A discussion followed about the availability and use of the information on the handout because it was felt it would be helpful in upcoming faculty meetings. It was agreed that colleges could use the document on their websites as well. Karen indicated she would email the document and a link to the document to all in attendance.

Dr. Stinson thanked everyone for the great participation and indicated that the information will be consolidated and placed on the Flight Plan website. She indicated that future large group Flight Plan Update meetings will be held in late September / early October so that data from the previous academic year will be available.

Dr. Stinson again thanked Dr. Sharon Huo and Dr. Nat Natarajan for help in preparing for accreditation.

The meeting adjourned at 12:05 p.m.