



TECH TOMORROW

STRATEGIC PLAN

2021

Annual Report

Overview

When Tennessee Tech completed its strategic plan, Tech Tomorrow, in summer 2018, it was a blueprint to provide the university with a clear strategic direction. Dean Thomas Payne and Dean Lisa Zagumny, who led the strategic planning process, put it best in calling it a “living document ... a tool to guide our actions, examine our progress, and measure our success.”

For many organizations, this would have been the stopping place, but that is not the Tech way. Four faculty members were appointed as working group chairs, one for each goal, and committees were formed to begin work on these goals. The Implementation Steering Committee offers feedback on proposals, strives to remove implementation roadblocks, evaluates proposals and schedules prioritization for implementation of proposals. (See Appendix 1 for a list of 2020-2021 ISC members.)

Their actions shape the priorities and actions of the university as we build the Tennessee Tech of tomorrow.

Meetings

In addition to weekly meetings among the four faculty chairs, a joint meeting of the Implementation Steering Committee and the original Strategic Planning Committee was held on Nov. 11, 2020. This joint meeting was called by President Oldham in order to discuss the plan and future priorities as we hit the midpoint of the Tech Tomorrow timeframe.

In Fall 2020, it was announced that the university's Budget Advisory Committee was undergoing a restructuring to allow for greater input into the university's budget. Four subcommittees were added (see Strategic Goal Three for listing of subcommittees). To foster greater alignment with strategic planning efforts, each of the four faculty chairs were placed on one of the subcommittees, and added to the larger BAC. The executive director of strategic planning now serves on all four subcommittees, as well as the BAC.

These budget committees met throughout the fall and spring semesters.

2021-2022

The four current working group chairs will continue their work on the budget subcommittees. Four new chairs will be identified to lead future working groups.

BOLD denotes new actions since last report

Strategic Goal One: Education for Life

Faculty Chair: Ed Lisic, College of Arts and Sciences

Tennessee Tech provides education that unleashes the potential and passion within our students and prepares them for successful careers and culturally enriched lives. TTU also provides educational opportunities, programs, credentials, and degrees to fuel the lifelong learning necessary for enduring achievement.

Strategic Actions

Priority Action A: Incorporate multiple experiential learning opportunities in all undergraduate programs.

Rural Reimagined Grand Challenge finishing its third year (**see appendix 2**) ePortfolio initiative

Priority Action B: Create a Tech-unique general curriculum to provide the foundation for technologically adept, analytically capable, career-ready graduates.

Career Readiness Certifications

Priority Action C: Increase student diversity.

Full-time Chief Diversity Officer position established (President's Cabinet)

Admissions counselor for diversity hired

Ethnic Diversity Recruitment Plan

President-appointed task force

Priority Action D: Develop and expand experiences that emphasize diversity and build global awareness, such as international travel, study abroad, and other high impact practices.

Study Abroad RFP issued to provide greater service options to faculty.

Priority Action E: Develop innovative, stackable credentials, and associated pathways responsive to stakeholder needs and entrepreneurial opportunities.

College of Education and College of Business added and embedded graduate certificates as part of academic graduate programs.

Strategic Goal Two: Innovation in All We Do

Faculty Chair: Jason Beach, College of Education

Tennessee Tech innovates in all we do, embracing and deploying our technological foundation in our education, research, service, and stewardship.

Strategic Actions

Priority Action A: Every college will develop and implement technologically infused programs.

College SWOT analyses conducted

Developed database to aid in identifying and developing market relevant and technologically infused curriculum

LinkedIn Learning

Availability of institutional data in user-friendly interface through IARE

Priority Action B: Increase research, scholarly activities, and intellectual and creative contributions aligned with university, college, and departmental strategic priorities.

Priority Action C: Implement specific strategies, structures, and resources to serve adult learners and offer online/hybrid delivery systems to increase accessibility, expand our reach, and enhance our impact and reputation.

Additional instructional designers added to CITL

Vice Provost of Online Education

Priority Action D: Recruit, hire, retain, and reward a diverse faculty/staff with a demonstrated commitment to collaboration, external engagement, and lifelong learning.

Full-time Chief Diversity Officer position established (President's Cabinet)

President-appointed task force

Strategic Goal Three: Exceptional Stewardship

Faculty Chair: Ann Davis, College of Business

Tennessee Tech is committed to optimizing resources and continuously improving effectiveness, efficiency, and return on investment for students.

Strategic Actions

Priority Action A: Improve efficiency and effectiveness of operational/administrative processes and procedures.

eTranscripts sent securely and populate Banner without manual entry

Electronic course substitution form

TechExpress

Launchpad University Advising Center

Piloting use of D2L server already in place for digital tenure and promotion submission

Priority Action B: Increase the size and effectiveness of scholarship endowments.

Priority Action C: Continue to develop, implement, and evaluate a dynamic long-term budget model that informs effective financial management and consistent strategic investment.

Establishment of 5-year strategic budget planning committee

Restructure of university Budget Advisory Committee to create topic-specific subcommittees (5-year Budget, Facilities & Infrastructure, Effectiveness & Efficiency, Emerging Threats & Opportunities)

Development of training sessions about annual budget process

Strategic Goal Four: Engagement for Impact

Faculty Chair: Bedelia Russell, Whitson-Hester School of Nursing

Tennessee Tech fosters partnerships with government, business, and non-profit organizations to advance economic and workforce development, create and disseminate knowledge, serve the public good, and generate cultural impact.

Strategic Actions

Priority Action A: Develop new strategically driven sustainable partnerships.
Prepared inventory of current partnerships (academic, financial, and economic)

Priority Action B: Modernize, adapt, and create academic programs, continuing education certificates, and training activities responsive to impactful engagement.

Academic Programs Gap Analysis

Use of D2L server already in place to develop and offer continuing education and professional development courses

Priority Action C: Create and support a network of scholars to evaluate community engagement topics and opportunities.

Center for Advancing Faculty Excellence launched

University Fellows Program (in implementation)

Priority Action D: Increase alumni and friend engagement and impact.
Alumni engagement with the Golden Eagle Alumni Mentoring Network

Priority Action E: Support economic development to transform and sustain a thriving hub for innovation, creativity, and employment opportunities.

Continue to work with both regional and statewide economic development offices

2025 Goals

In summer 2019, President Oldham set out goals for the university to reach by 2025. The original announcement can be found at <https://blogs.tntech.edu/president/where-will-we-be-in-2025/>.

Numbers for these goals are tracked each year, with the final numbers to be reported at the start of the 2026 academic year to accommodate goals requiring data calculated after the end of the 2025 academic year.

These goals were all set pre-pandemic.

- 12,000 total headcount enrollment
- 22% minority enrollment
- 82% freshmen-to-sophomore retention rate
- 50% 4-year graduation rate
- 60% 6-year graduation rate
- \$40 million annually in sponsored research
- Growth of online programs
- Strengthen career development
- Be recognized as the champion and center of excellence regarding the future of rural Tennessee communities

Goal	2018-2019 Baseline	2020-2021 Current	+/-
12,000 total headcount enrollment	10,186	10,177	-9
22% Minority Enrollment	16.00%	17.03%	+1.03%
82% freshmen-to-sophomore retention rate	75.00%	77.50%	+2.5%
50% 4-year graduation rate	34.60%	39.60%	+5.00%
60% 6-year graduation rate	55.10%	57.00%	+1.9%
\$40 million annually in sponsored research*	\$20.23M	\$20.05M*	-\$180,000

* Sponsored research current is 2019-2020; 2020-2021 amount available late summer 2021

Appendix 1:

Implementation Steering Committee

Phil Oldham, President

Lori Mann Bruce, Provost and Vice President of Academic Affairs

Jeff Boles, Chairperson, Department of Chemistry (Faculty Liaison)

Brandon Johnson, Vice President of Enrollment Management and Career Placement

Karen Lykins, Chief Communication Officer

Tom Payne, Dean, College of Business

Sandra Smith-Andrews, Associate Professor, Curriculum & Instruction (Faculty Senate)

Claire Stinson, Vice President of Finance and Planning

Jennifer Taylor, Vice President of Research and Economic Development

Lee Wray, Chief of Staff

Dewayne Wright, Executive Director, Strategic Planning

Lisa Zagumny, Dean, College of Education

