

2025 Statewide Master Plan for Higher Education

MASTER PLAN STATUTORY COMMITTEE MEETING I FEBRUARY 20, 2025

Run of Show

- Statutory Authority
- Master Planning Process
- Expectations
- Important Dates
- Survey Results
- Discussion



T.C.A. § 49-7-202 (d)

- Increase educational attainment levels... through strategic future development of public universities, community colleges, and colleges of applied technology.
- Engage wide array of stakeholders.
- Facilitate regional cooperation and alignment among education, business, industry, and civic/community leaders.
- Consider the following provisions:
 - Address state economic development, workforce development, and research needs;
 - Ensure increased degree production within the state's capacity;
 - Use institutional mission differentiation; and
 - Establish incarcerated individuals as a focus population.
- Result in policy recommendations.



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T.C.A. § 49-7-202 (g)

- Establish a **review committee** to aid in the development of the master plan and funding formula.
 - Executive Director of THEC/TSAC
 - President of UT System
 - Chancellor of TBR System
 - President of each Locally Governed Institution
 - Commissioner of Finance and Administration
 - Comptroller of the Treasury
 - Chairs of Education and Finance, Ways, and Means Committees in the Senate and House of Representatives
 - Directors of Office of Legislative Budget Analysis



Key Stakeholders

- THEC's Commission
- Master Plan Statutory Committee
- State Agency Leaders
- Education Organizations
- THEC Staff
- Institution and System Staff



Goals for the MP Process

- 1. To ensure that the Statewide Master Plan for Higher Education is developed collaboratively and with input from key stakeholders.
- 2. To develop a focused, living document that will set a vision for higher education institutions and state partners through the establishment of priorities and goals for higher education in Tennessee.



Plan of Action

Collect Information and Perspectives

- Background & Context Setting
- Identify Key Stakeholders
- Priorities Survey
- Pre-Calls with ESG

Collaborate and Consensus Build

- Five Topical Working Groups
- Meeting Briefings
- Listening Tours with ESG
- Focus Groups with ESG

Create and Iterate

- Drafting
- Review & Revise
- Presentation and Dissemination



What to Expect

- Monthly Updates via email
- Participation in Topical Work Groups
- Quarterly Updates at Statutory Committee Meetings
- Off-Cycle Feedback Opportunities
 - Listening Tour with ESG
- Final Approval in October 2025



What We Need

- Engagement
- Communication
- Shared Understanding
- Collaboration
- Transparency



Important Dates

March 2025 to June 2025

June 2025 to September 2025

Collaborate and Consensus Build

- Spring Topical Work Groups
- May 14 THEC Commission Meeting
- May 21 at 1:30pm Statutory Committee Meeting #2

Create and Iterate

- August 6 THEC Commission Meeting
- August 18 at 1:30pm Statutory Committee Meeting #3
- October Commission Approval





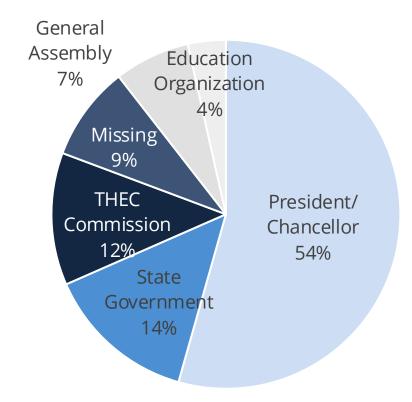
Questions & Discussion

2025 Priorities Survey

Survey to inform THEC's Master Planning Process

- Identification of issues facing higher education and concerns.
- Ranking of issues.
- Obstacles to addressing prioritized issues.

Results are being used to develop the <u>five</u> topical working groups to meet in the spring.



Note: Five complete responses are un-identified and labeled with missing for response rate purposes.

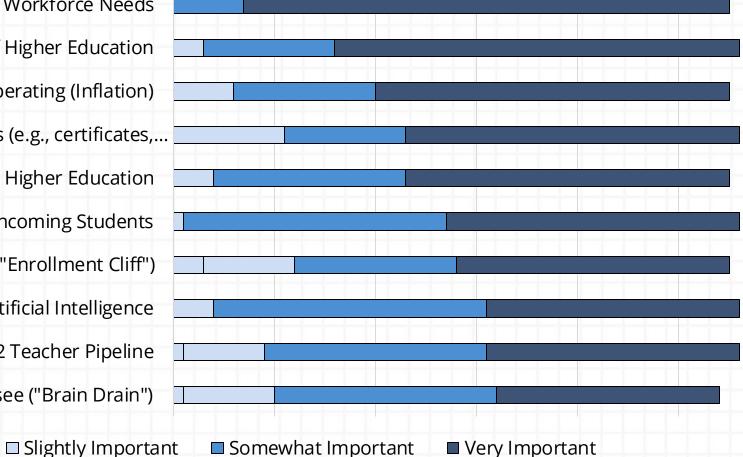


How important are the following issues?

Emerging Workforce Needs

Public Perception of Higher Education Increasing Costs of Salary and Operating (Inflation) Recognition of Non-Degree Credentials (e.g., certificates,... Attracting Adult Learners to Higher Education Academic Preparedness of Incoming Students Decline in High School Graduates ("Enrollment Cliff") Artificial Intelligence Growing the K12 Teacher Pipeline Retention of College Graduates in Tennessee ("Brain Drain")

□ Not Important





	Student Success (e.g., retention, completion)	
	Student Mental Health	
	Campus Safety	
	Return on Investment for Higher Education	
	Maintenance and Development of Physical Facilities	
	Quality of Teaching and Learning	
How	State Financial Investment in Public Colleges and Universities	
	College Affordability	
	Student Basic Needs (e.g., food, housing)	
oncerned	State Support for Financial Aid	
	Financial Stability of Colleges and Universities	
re you	Transfer Pathways (e.g., between programs or institutions)	
	Competition among Colleges and Universities	
bout the	Disparities in Student Achievement	
bout the	Dual Enrollment Expansion	
allowing	Staff Turnover	
ollowing	Institutional Accountability (e.g., transparency, responsiveness,	
	Optimization of Resources (e.g., efficiency)	
ssues?	Student Debt	
	Faculty Pipeline	
	Work Based Learning	
	Accreditation	
	Research and Development	
	Academic Freedom (e.g., autonomy in research and teaching)	
	□ Not Concerned □ Slightly Concerned	Somewhat Concerned Very Concerned



Priority Issues

- 1. Emerging Workforce Needs
- 2. Campus Safety
- 3. Student Success (e.g., retention, completion)
- 4. Increasing Costs of Salary and Operating (inflation)
- 5. State Financial Investment in Public Colleges and Universities
- 6. Public Perception of Higher Education



Outreach & Follow-up

Education Strategy Group (ESG) has conducted 7 interviews with 9 individuals since the survey was distributed* and the following themes have emerged:

- Interviewees are eager for a **new vision for higher education**.
- This Master Plan should focus on aligning higher education with workforce needs.
- A student success focus should be on expanding access and focusing on improving affordability.
- Interest in strengthening THEC's role as a coordinating body and convener.
- Need to address institutional competition and resource gaps.
- Opportunity to strengthen trust with policymakers and position the **Master Plan for the future.**
- Celebrate the successes of higher education in Tennessee while setting a vision that all sectors and institutions feel bought into.



Takeaways

- Establish a unifying vision for higher education.
- Combat public perception concerns together.
- Position higher education as a driver of economic mobility and workforce readiness.
- Address governance changes and contemplate greater collaboration among higher education institutions.
- Link the Strategic Financial Plan and recognize the role of investment in higher education and student affordability.
- Be forward-looking.





Questions & Discussion



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