



2025 Statewide Master Plan for Higher Education

MASTER PLAN STATUTORY COMMITTEE MEETING | 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



Collaborate and
Consensus Build

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

June 2025 to September 2025



Create and Iterate

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





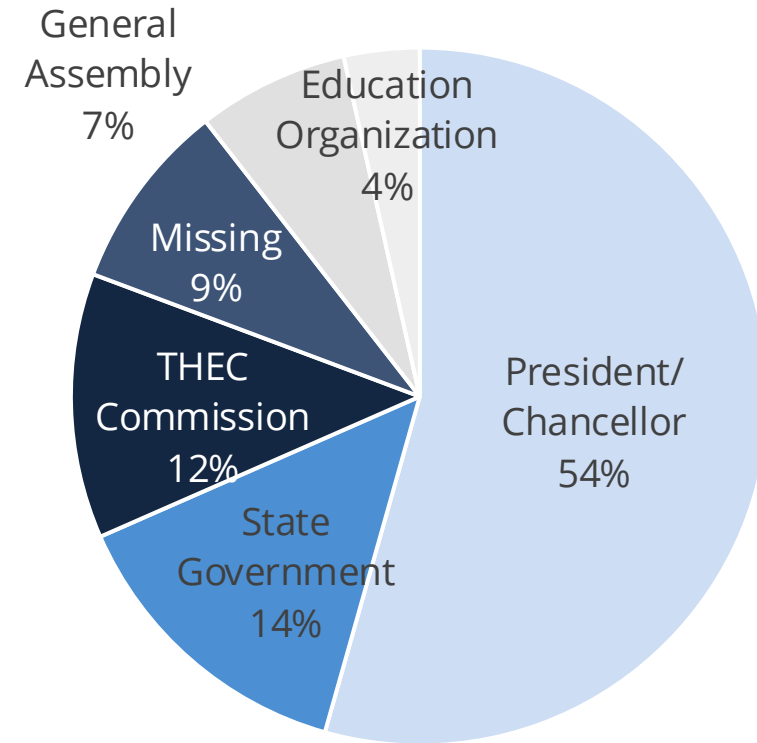
Questions & Discussion

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.

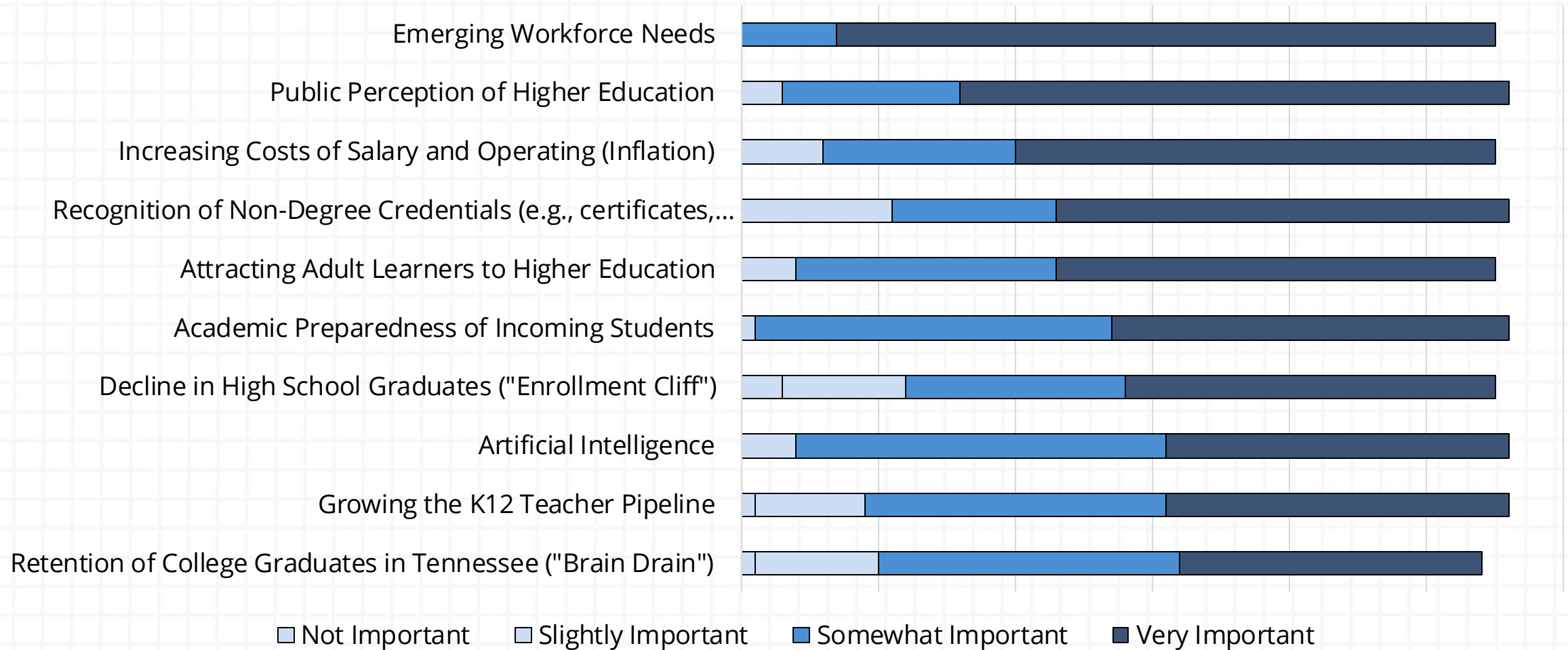
Results are being used to develop the five topical working groups to meet in the spring.



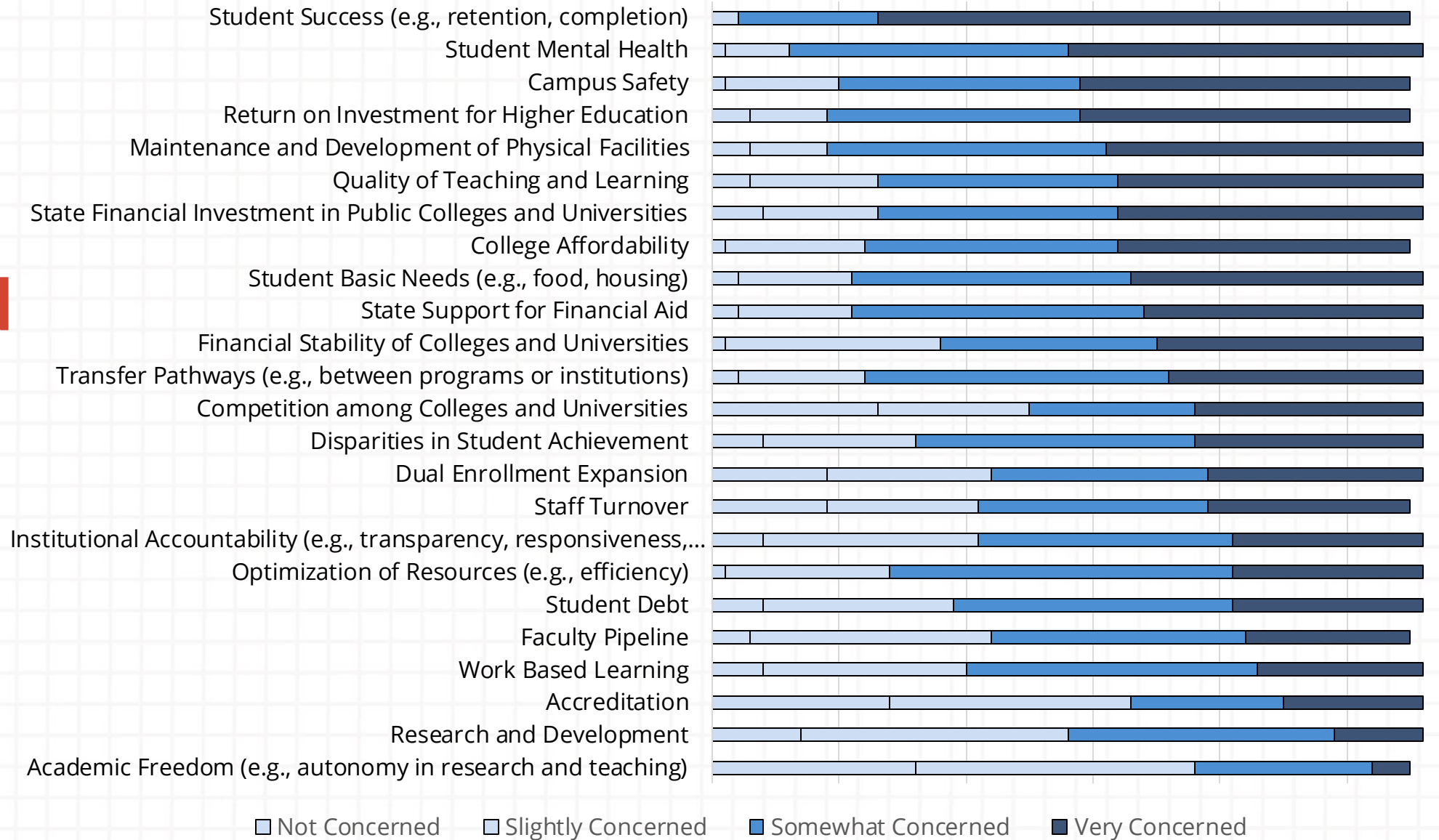
Note: Five complete responses are un-identified and labeled with missing for response rate purposes.



How important are the following issues?



How concerned are you about the following issues?



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**.

*as of 02/07/2025



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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