



Master Plan Progress Report

2
0
1
1

February 15, 2011

**Tennessee Higher Education Commission
404 James Robertson Parkway, Suite 1900 | Nashville TN 34243**

TENNESSEE HIGHER EDUCATION COMMISSION

2010 – 2011 COMMISSION MEMBERS

Ms. Sue Atkinson, Nashville

Mr. Charles W. Bone, Hendersonville

Mr. Tre Hargett, Secretary of State

Ms. Sharon Hayes, Brownsville

Mr. Greg Isaacs, Knoxville

Mr. Cato Johnson, Bartlett

Mr. Jon Kinsey, Chattanooga

Mr. David Lillard, Jr., State Treasurer

Mr. Charles Mann, Vice Chair, Columbia

Dr. Gary Nixon, Executive Director, State Board of Education, non-voting ex-officio

Mr. Ross Rowland, voting ex-officio, University of Tennessee Memphis

Mr. Zack Walden, non-voting ex-officio, East Tennessee State University

Mr. A C Wharton, Secretary, Memphis

Mr. Robert White, Chair, Johnson City

Mr. Justin Wilson, Comptroller



2011 Master Plan Progress Report

The Annual Master Plan Progress Report complies with the requirements established in T.C.A. §49-5-5024(c)(2). This act directs the Tennessee Higher Education Commission, in consort with the University of Tennessee board of trustees and the state board of regents, to: provide a report on the goals achieved and the progress made in attaining long-term, quantifiable goals; reflect qualitative improvements for Tennessee higher education; and, recommend short-term goals for higher education by February 15 to the select joint committee.

The 2010-2015 master plan is a Public Agenda that focuses on educational attainment, sets out state-level goals for increased degree production, and concentrates on implementing the provisions of the Complete College Tennessee Act of 2010 (CCTA). The CCTA calls for a master plan that directs an increase in educational attainment while addressing economic and workforce development, research needs, increased degree production, and increased efficiency through institutional mission differentiation and reduced redundancy. Success in advancing the Public Agenda can be measured by three categories of signal strategies (student success, efficiency and quality) as well as the fulfillment and advancement of certain process milestones.

Signal Strategies

The following strategies have been developed to monitor and evaluate public higher education progress toward the core goal of the Public Agenda: to increase the number of working-age adults in Tennessee with an associate degree or higher by a total of 210,000 degrees by 2025, bringing Tennessee to the national average for educational attainment.¹ The degree production goal is comprehensive, including degrees conferred by the public, private non-profit and proprietary sectors.

Student Success

These strategies measure degrees and certificates awarded by Technology Centers, community colleges and 4-year universities. Although year-by-year benchmarks are not dictated, the Progress Report outlines the projected student successes necessary in order to accomplish the core goal.

Efficiency

In order to accomplish the sustained rate of growth required to achieve increased educational attainment, efficiency in degree production is essential. These strategies monitor student progress through an increased graduation rate, reduced time to degree (average semesters to degree) and increased degrees awarded per 100 full-time-equivalent (FTE) students. This snap-shot measure (degrees per 100 FTE) enhances the traditional graduation rate indicator as it is self-contained to one academic year, includes part-time as well as full-time students, and does not require student transfer or cohort tracking.

¹ Educational attainment is defined as the percentage of working-age adults (ages 25-64) with an associate's degree or higher.

Quality

The Performance Funding program enables institutions to earn a small portion of their operational budgets based on performance on a range of measures of institutional effectiveness and quality. These measures include quality of student performance, quality of institutional effectiveness as well as quality of programs for student access and success.

Process Milestones

The University of Tennessee board of trustees and the state board of regents, and the Tennessee Higher Education Commission have established process milestones as pivotal policy levers required to fulfill mandates set forth by the CCTA and the Public Agenda. Among others, these directives call for reduced redundancies through institutional mission differentiation, a labor market supply and demand study to inform economic and workforce development, and the outcomes-based public higher education funding formula, which incorporates incentives for various activities tailored to match each institution's priorities according to its unique mission.

In addition to policy and program development explicated by the Public Agenda, both systems of public education are developing short term goals to further fulfill their own goals established through system and institutional strategic planning processes.

Master Plan Progress Report

The signal strategies and process milestones are contained in the Master Plan Progress Report, published herein, which will be updated annually. As stated in the Public Agenda, this report focuses on state and system performance, while institutional goal-setting will be determined by individual institutional governing boards.

Tennessee 2010-2015 Master Plan for Public Higher Education: Progress Report
Tennessee Higher Education Commission

The Core Goal: Tennessee Educational Attainment All Sectors Public and Private Associate Degree and Above	Baseline	2015	2020	2025
	32.6%	36.8%	42.9%	49.0%

Public Higher Education Statewide 2010-15 GOAL: Increase the number of annual public Tennessee undergraduate degrees to 31,229 by 2015.							
STRATEGIES	2008-09 Baseline	2010	2011	2012	2013	2014	2015
Student Success							
Total undergraduate degrees (associates & bachelors awarded)	25,405	26,034					31,229
Community College Certificates	1,591	2,214					
Associate – Community College and TBR universities	7,030	7,784					
Baccalaureate – TBR universities	11,894	11,733					
Baccalaureate - UT	6,481	6,517					
Technology Center Completions	6,762	8,018					
Total graduate degrees awarded	6,768	6,625					
Master's	5,544	5,482					
Specialist	456	394					
Doctoral (excluding medicine, pharmacy, law, dentistry, veterinary medicine)	768	749					
Efficiency							
Six-Year Graduation Rates							
Community Colleges	31%	30%					
4 Year Universities	52%	51%					
Time to Degree (academic years)							
Associate - Community College		4.40					
Baccalaureate – TBR universities		5.39					
Baccalaureate - UT		4.75					
Completers per 100 FTE							
TTC	55.8	59.1					
Community College	18.0	18.2					
4 Year Undergraduate	23.0	22.0					
4 Year Graduate	36.8	34.5					
Quality							
Performance Funding Standard One (collective [all institutions] average score for all qualitative measures)	90	See footnote*					100
Complete College Tennessee Act of 2010 - Process Milestones							
Institutional mission differentiation profiles		7/1/2010					
Labor market supply/demand high need fields study			Jan 2011				
Outcomes based formula / Side-by-side formula		12/1/2010					
Community college system				7/1/2012			
Community college budgets (TBR)					6/30/2013		
University track (41-hour core; 19-hour pathways)			Fall 2011				
Common course numbering in community colleges							
Designated not-for-transfer courses							
Dual admission		7/1/2010					
Remedial/Developmental courses provided by community colleges				7/1/2012			
Research enhancement – UTK			Jan 2011				
Research consortium – UoM			Fall 2010				

*2010 begins new Performance Funding cycle with different scoring mechanism

Data sources: THEC Student Information System, IPEDS