

Tennessee Technological University

Strategic Plan

2005- 2010

TENNESSEE BOARD OF REGENTS



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Approved by the Tennessee Board of Regents on December 2, 2005

Introduction

The vision and strategic plan presented in this document represent the culmination of a process that began over three years ago. A broad spectrum of the university community participated in the process of identifying our existing strengths, the current and future challenges to our institution and higher education in general, and realistic opportunities for our success. One common idea emerged from this process that had broad implications for all areas of the university. This vision was enthusiastically embraced by our current students, faculty, alumni, and community leaders.

As you read our vision, you will notice that it embodies a simple idea – but one that truly reflects an important value of higher education. We have taken this idea and used it to drive our strategic plan within the framework of the Tennessee Board of Regents Strategic Planning Framework.

Our institution is strongly committed to making this vision a reality through the implementation of the associated strategic plan.

Robert Bell
President

Tennessee Technological University

Vision

TTU will be one of the best universities in the nation through a commitment to the life-long success of our students.

Tennessee Technological University

Mission

Tennessee Technological University's mission as the state's only technological university is to provide leadership and outstanding programs in engineering, the sciences, and related areas that benefit the people of Tennessee and the nation. The University also provides strong programs in the arts and sciences, business, education, agriculture and human ecology, nursing, music, art, and interdisciplinary studies. Tennessee Tech serves students from throughout the state, nation, and many other countries; but it retains a special commitment to enrich the lives of people and communities in the Upper Cumberland region of Tennessee.

The University is committed to the life-long success of students in its undergraduate, master's, specialist, and doctoral degree granting programs through high-quality instruction and learning experiences. The University is engaged in scholarly activity, especially basic and applied research, creative endeavors, and public service, with special emphasis on community and economic development. The University supports student participation in a broad array of extracurricular activities as an integral component of its commitment to student life and success.

The University's three interdisciplinary Accomplished Centers of Excellence in Energy Systems Research, Manufacturing, and Water Resources and Chairs of Excellence in Business Administration strengthen the instructional, research, and service mission of the University.

The University is as supportive of women as of men and as supportive of those in the minority as of those in the majority. The University provides educational opportunities to all eligible persons without regard to age, gender, ethnicity, race, religion, national origin, disability, or sexual orientation. The institution is committed to an inclusive and diverse campus that enriches the educational experience, promotes personal growth and a healthy society, prepares students for success in a global economy, and enhances America's economic competitiveness.

Tennessee Technological University is a member of the State University and Community College System of Tennessee and is governed by the Tennessee Board of Regents.

Tennessee Technological University

Strategic Goals 2005 - 2010

Leadership:

- 1.1 Promote and effectively communicate the positive impact of TTU on students, alumni, faculty, and community.

Access:

- 2.1 Enhance the rate and diversity of participation in higher education by Tennesseans.

Quality:

- 3.1 Increase alumni involvement in activities that promote life-long learning, program improvement, and the mentoring of current students.
- 3.2 Enhance student involvement to promote healthy social relationships, academic success, and a sense of community within the university.
- 3.3 Develop and implement a QEP that is focused on improving critical thinking/real world problem-solving skills through the use of active learning strategies.
- 3.4 Enhance the campus infrastructure to effectively support all programs and objectives.

Resourcefulness:

- 4.1 Stimulate activities that increase external funding and efficiency/cost saving through individual and unit incentives.

Tennessee Technological University

2005 – 2010 Strategic Plan

Measurable Objectives

Leadership:

- 1.1 Promote and effectively communicate the positive impact of TTU on students, alumni, faculty, and community.

Measurable Objective 1.1a

Increase the number of press releases, presentations, focus groups, or articles published for Tennessee audiences that could positively affect their attitudes about TTU related to: <ul style="list-style-type: none"> • P -16 initiatives • Community related projects • Workforce development • Effective use of technology • Research, service, and outreach The institution will increase these communication activities by 25% over the baseline by the end of cycle.	
2004-05 Base Year Objective Baseline	219.
2005-06 projected progress	5% increase over baseline.
2006-07 projected progress	10% increase over baseline or increase over prior year.
2007-08 projected progress	15% increase over baseline or increase over prior year.
2008-09 projected progress	20% increase over baseline.
2009-10 projected progress	25% increase over baseline.

Measurable Objective 1.1b

Increase the number of campus activities related to: <ul style="list-style-type: none"> • P -16 initiatives • Community related projects • Workforce development • Effective use of technology • Research, service, and outreach The institution will increase these activities by 25% over the baseline by the end of cycle.	
2004-05 Base Year Objective Baseline	110 activities.
2005-06 projected progress	5% increase over baseline.
2006-07 projected progress	10% increase over baseline or increase over prior year.
2007-08 projected progress	15% increase over baseline or increase over prior year.
2008-09 projected progress	20% increase over baseline.
2009-10 projected progress	25% increase over baseline.

Access:

2.1 Enhance the rate and diversity of participation in higher education by Tennesseans.

Measurable Objective 2.1a

Increase minority enrollment (with preference for African Americans to increase diversity). Minority enrollment includes African American, Hispanic/Latino, Native American and Asian-American. The institution will increase minority enrollment by 9% over baseline by end of cycle.	
2004-05 Base Year Objective Baseline	759 minority students
2005-06 projected progress	1% above baseline.
2006-07 projected progress	3% above baseline or above previous year .
2007-08 projected progress	5% above baseline or above previous year.
2008-09 projected progress	7% above baseline.
2009-10 projected progress	9% above baseline.

Measurable Objective 2.1b

Increase enrollment from under-represented counties. The institution will increase enrollment from 3 under-represented counties each year until end of cycle.	
2004-05 Base Year Objective Baseline	Increased enrollment from 3 under-represented counties.
2005-06 projected progress	Increase enrollment from 3 under-represented counties.
2006-07 projected progress	Increase enrollment from 3 under-represented counties.
2007-08 projected progress	Increase enrollment from 3 under-represented counties.
2008-09 projected progress	Increase enrollment from 3 under-represented counties.
2009-10 projected progress	Increase enrollment from 3 under-represented counties.

Measurable Objective 2.1c

Increase off-campus enrollment (FTE including RODP) for fall or spring semester by 15% by end of cycle.	
2004-05 Base Year Objective Baseline	706
2005-06 projected progress	4% increase in either fall or spring enrollment over baseline.
2006-07 projected progress	7% increase in either fall or spring enrollment over baseline.
2007-08 projected progress	10% increase in either fall or spring enrollment over baseline.
2008-09 projected progress	13% increase in either fall or spring enrollment over baseline.
2009-10 projected progress	15% increase in either fall or spring enrollment over baseline.

Quality:

3.1 Increase alumni involvement in activities that promote life-long learning, program improvement, and the mentoring of current students.

Measurable Objective 3.1a

<p>Increase alumni involvement in activities related to the mentoring of current students (as reflected by survey results or actual count) by 30% over baseline by end of cycle. We will be conducting both a survey as well as an actual count of alumni involved in mentoring activities.</p> <p><u>Survey Questions:</u> Since graduation, I have participated in activities to help TTU students or new graduates be more successful. Since graduation, TTU has provided opportunities for me to work with current students and new graduates to help them be more successful.</p>	
2004-05 Base Year Objective Baseline	Count = 123 alumni: Survey score = 2.52 (out of 5).
2005-06 projected progress	Increase of 10% over baseline on involvement or survey results.
2006-07 projected progress	Increase of 15% over baseline or 5% over prior year on involvement or survey results.
2007-08 projected progress	Increase of 20% over baseline or 5% over prior year on involvement or survey results.
2008-09 projected progress	Increase of 25% over baseline or 5% over prior year on involvement or survey results.
2009-10 projected progress	Increase of 30% over baseline on number of alumni involved or survey results.

Measurable Objective 3.1b

<p>Increase alumni involvement in activities related to program improvements (as reflected by survey results or actual count) by 25% over baseline by end of cycle. We will be conducting both a survey as well as an actual count of alumni involved in program improvement activities.</p> <p><u>Survey Question:</u> Since graduation, TTU has provided opportunities for me to make suggestions about how to improve programs and services.</p>	
2004-05 Base Year Objective Baseline	Count = 157 alumni: Survey score = 3.57 (out of 5).
2005-06 projected progress	Increase of 5% over baseline on involvement or survey results.
2006-07 projected progress	Increase of 10% over baseline or 5% over prior year on involvement or survey results.
2007-08 projected progress	Increase of 15% over baseline or 5% over prior year on involvement or survey results.
2008-09 projected progress	Increase of 20% over baseline or 5% over prior year on involvement or survey results.
2009-10 projected progress	Increase of 25% over baseline on number of alumni involved or survey results.

Measurable Objective 3.1c

<p>Increase the number of Continuing Education and Professional Development Opportunities for Alumni (as reflected by survey results or actual count) by 25% over baseline by end of cycle. We will be conducting an actual count as well as a survey.</p> <p><u>Survey Questions:</u> Since graduation, TTU has provided opportunities for me to participate in professional development courses/seminars that would help me be more successful. Since graduation, I have participated in professional development courses/seminars at TTU that have helped me be more successful.</p>	
2004-05 Base Year Objective Baseline	Count = 50 educational opportunities: Survey score = 2.98 (out of 5).
2005-06 projected progress	Increase of 5% over baseline on opportunities or survey results.
2006-07 projected progress	Increase of 10% over baseline or 5% over prior year on opportunities or survey results.
2007-08 projected progress	Increase of 15% over baseline or 5% over prior year on opportunities or survey results.
2008-09 projected progress	Increase of 20% over baseline or 5% over prior year on opportunities or survey results.
2009-10 projected progress	Increase of 25% over baseline on number of opportunities or survey results.

3.2 Enhance student involvement to promote healthy social relationships, academic success, and a sense of community within the university.

Measurable Objective 3.2a

<p>Increase scores on the National Survey of Student Engagement (NSSE) to be equivalent* to or above the national average for our peers by end of cycle for either freshman or seniors on NSSE items directly related to this goal**. The NSSE is administered in year 1 and year 4 of the strategic plan.</p> <p>* Equivalence is defined as not significantly different from the peer group mean, $p > .05$. ** Relevant NSSE items and baseline means can be found on this website.</p>	
2004-05 Base Year Objective Baseline	Relevant NSSE items and baseline means can be found on this website .
2005-06 projected progress	Increase over baseline scores or equal/above national average for either freshmen or seniors.
2006-07 projected progress	Not administered.
2007-08 projected progress	Not administered.
2008-09 projected progress	Equal or above national average for either freshmen or seniors.
2009-10 projected progress	Not administered.

Measurable Objective 3.2b

<p>Increase retention rates (fall to fall) for first-time freshmen to be above the national average for our peers by end of cycle.</p>	
2004-05 Base Year Objective Baseline	70.96
2005-06 projected progress	71.5% or above baseline.
2006-07 projected progress	72% or above prior year.
2007-08 projected progress	73% or above prior year.
2008-09 projected progress	74% or above national average.
2009-10 projected progress	Above national average.

Measurable Objective 3.2c

Increase the graduation rate (six year) to be above the national average for our peers by end of cycle.	
2004-05 Base Year Objective Baseline	44.1%
2005-06 projected progress	44.5% or above baseline.
2006-07 projected progress	45% or above prior year.
2007-08 projected progress	45.5% or above prior year.
2008-09 projected progress	48% or above prior year.
2009-10 projected progress	Above national average.

- 3.3 Develop and implement a QEP that is focused on improving critical thinking/real world problem-solving skills through the use of active learning strategies.

Measurable Objective 3.3

To implement a successful QEP.	
2004-05 Base Year Objective Baseline	Select QEP topic
2005-06 projected progress	Obtain campus input for QEP and obtain SACS approval of QEP topic.
2006-07 projected progress	Begin implementation of QEP.
2007-08 projected progress	QEP year 1 goals achieved.
2008-09 projected progress	QEP year 2 goals achieved.
2009-10 projected progress	QEP year 3 goals achieved.

- 3.4 Enhance the campus infrastructure to effectively support all programs and objectives.

Measurable Objective 3.4

Continue to pursue projects (over \$100,000) that involve formal planning, implementation, or completion of improvements to the campus infrastructure.	
2004-05 Base Year Objective Baseline	6 projects
2005-06 projected progress	6 projects
2006-07 projected progress	6 projects
2007-08 projected progress	6 projects
2008-09 projected progress	6 projects
2009-10 projected progress	6 projects

Resourcefulness:

- 4.1 Stimulate activities that increase external funding and efficiency/cost saving through individual and unit incentives.

Measurable Objective 4.1a

Increase fundraising as reflected by a composite measure (dollars in gifts received – (gifts-in-kind donations) + total of gift pledges recorded) by 25% over baseline by end of cycle.	
2004-05 Base Year Objective Baseline	\$3,600,000
2005-06 projected progress	Increase of 5% over baseline.
2006-07 projected progress	Increase of 10% over baseline or 5% over previous year.
2007-08 projected progress	Increase of 15% over baseline or 5% over previous year.
2008-09 projected progress	Increase of 20% over baseline or 5% over previous year.
2009-10 projected progress	Increase of 25% over baseline.

Measurable Objective 4.1b

Increase externally supported research & service 60% over baseline by end of cycle.	
2004-05 Base Year Objective Baseline	\$12,280,072
2005-06 projected progress	Increase of 5% over baseline.
2006-07 projected progress	Increase of 15% over baseline or 10% over prior year.
2007-08 projected progress	Increase of 30% over baseline or 10% over prior year.
2008-09 projected progress	Increase of 45% over baseline or 10% over prior year.
2009-10 projected progress	Increase of 60% over baseline.

Measurable Objective 4.1c (also relates to Quality Goals)

Increase incentives awarded to support entrepreneurial activities and quality initiatives. Entrepreneurial activities include programs designed to increase external funding (e.g., research grants, marketable patents, income generating programs) and activities that provide innovative solutions for reducing costs and improving efficiency. Activities that support quality initiatives relate to one of the 4 quality goals (e.g., activities designed to increase the success of the QEP, improve student involvement/academic success, improve alumni involvement, etc). The institution will increase the number of incentives provided annually by 25% over baseline by end of cycle.	
2004-05 Base Year Objective Baseline	41
2005-06 projected progress	5% increase over baseline.
2006-07 projected progress	10% increase over baseline.
2007-08 projected progress	15% increase over baseline.
2008-09 projected progress	20% increase over baseline.
2009-10 projected progress	25% increase over baseline.

Measurable Objective 4.1d

Increase the number of innovative cost-saving ideas/entrepreneurial projects implemented. The institution will increase the number of innovative cost-saving ideas or entrepreneurial projects implemented annually by 25% over baseline by end of cycle.	
2004-05 Base Year Objective Baseline	27
2005-06 projected progress	5% increase over baseline.
2006-07 projected progress	10% increase over baseline.
2007-08 projected progress	15% increase over baseline.
2008-09 projected progress	20% increase over baseline.
2009-10 projected progress	25% increase over baseline.

Measurable Objectives Map

TTU Objectives	TBR System Goals & Outcomes
<p>1.1a, 1.1b 1.1a, 1.1b 1.1a, 1.1b 1.1a, 1.1b 1.1a, 1.1b</p>	<p>LEADERSHIP Goal: Institutions will promote, document, and communicate to all stakeholders the value of higher education's outreach, educational, and research capacity to the economic development and quality of life for the citizens of the State.</p> <p>Outcomes: 1.1 P-16 initiatives 1.2 Workforce development 1.3 Civic responsibility 1.4 Use of technology 1.5 Research, service, and outreach</p>
<p>2.1a, 2.1b, 2.1c 2.1c</p>	<p>ACCESS TO LEARNING Goal: The institution will demonstrate commitment to enhancing the rate and diversity of participation in higher education by Tennesseans.</p> <p>Outcomes: 2.1 increasing the rate and participation in higher education of targeted populations 2.2 demonstrating “fit” of programs and services for existing and emerging job markets</p>
<p>3.1a, 3.1b, 3.1c, 3.2a, 3.2b, 3.2c, 3.3, 3.4 4.1c 4.1c 3.2a, 3.2b, 3.2c 3.1a, 3.1b, 3.2a, 3.3, 4.1c</p>	<p>QUALITY Goal: The institution will define, monitor, improve, and communicate the quality of programs and services.</p> <p>Outcomes: 3.1 effective programs and services 3.2 effective recruitment, development and retention of faculty as the primary resource in academic program improvement 3.3 effective recruitment, development, and retention of staff 3.4 benchmarked quality attainment compared to national peers 3.5 development or pursuit of the SACS Quality Enhancement Plan</p>
<p>4.1a, 4.1b 4.1c, 4.1d</p>	<p>RESOURCEFULNESS Goal: The institution will address fiscal constraints by advocating for appropriate levels of state support and by managing resources, benchmarking best practices, developing and documenting other sources of support, pursuing collaborative and entrepreneurial initiatives, and removing obstacles to competitiveness.</p> <p>Outcomes: 4.1 use of benchmarking tools in resource management decisions 4.2 attainment of other sources of support 4.3 nature and impact of its pursuit of entrepreneurial initiatives</p>