TENNESSEE STATE UNIVERSITY
STRATEGIC PLAN

REIMAGINING OUR FUTURE

Impact 2020
In the summer of 2016, President Glenda Glover initiated an effort to develop a comprehensive strategic framework for Tennessee State University. She and her leadership cabinet established a new set of values and plans to define the future vision for this strategically critical university.

The plan to reimagine TSU reflects the leadership’s desire to dramatically elevate the university among all land-grant universities in the United States by 2020. To guide this comprehensive effort, 19 key administrators, staff, faculty, students and external stakeholders came together to rigorously analyze the current levels of performance at TSU, and to identify opportunities where higher levels of excellence could be achieved. This team was also charged with creating a plan that was creative, measurable and extremely innovative.

Impact 2020 also contains a comprehensive and measurable set of objectives and key indicators that will guide the efforts to transform the TSU into one of the nation’s top tier premier institutions of higher learning.
• VISION

TSU will be recognized as the best at preparing students as scholars and leaders who excel in the Global Society through innovative learning, excellent research experiences and world-class services.

• MISSION

Building on its heritage, TSU will be the Premier Comprehensive, urban institution that inspires students to innovatively transform Our City, State and World.

• CORE VALUES

*Learning Everyday*
We embrace a culture that enriches the learning experience, enhances critical thinking, and promotes a desire for life-long personal development.

*Making Excellence A Habit*
Pursuing Excellence in everything we do, and ensuring Excellence is at the forefront of our minds, every day.

*Thinking Beyond the Obvious*
We will demonstrate a higher level of creative thinking, and use it to transform world around us every day.

*Working Relentlessly*
We will set the standard of tenacity and hard work. And remain unrelenting to make a difference in our world.

*Serving Everyone We Encounter*
We will make Service to all is what makes us proud.
• To ensure Academic Excellence is a foundational pillar of our learning process, and to create a strong, relevant and intellectual campus environment.

• To continuously recruit and retain world-class leadership, faculty and staff throughout the University System, and to create a strong environment of continuous learning.

• To recruit the best students from across the U.S. and abroad, who demonstrate a higher capacity to excel in dynamic and challenging academic environments

• To challenge/engage our students and faculty in creating a best-in-class campus/student experience, ensuring a safe living and learning environment
UNIVERSITY STRATEGIC PRIORITY 1
Increase 4-year Graduation Rates

Objectives:

1. Increase the number of students admitted with ACT scores of 21 and above, from 18% to 25% by 2020
2. Increase first year retention rate from 55% to 70% by 2020
3. Increase the number of transfer students from neighboring community colleges from 6% to 15% by 2020
4. Increase the strategic flow of recruitment communications
5. Provide incentives (for graduation) to students with 90+ credit hours
6. Increase the use of mobile technology and web based content
7. Improve advising structure
8. Implement dual enrollment courses in magnet and high-performing high schools
9. Ensure an innovative student life experience
UNIVERSITY STRATEGIC PRIORITY 2
Ensure Campus Health and Safety

Objectives:

1. Address the perception of campus safety
2. Continue to reduce the overall crime on campus
3. Continue to control access to the campus (fence is 90% complete) and the use of the swipe system with the ID cards
4. Increase police visibility by hiring more police officers and security officers
5. Began the planning to install panic buttons on cell phones
6. Establish zones for each shift assuring a minimum of four (4) police officers working at all times on Sun - Tues, and at minimum of five (5) on Wed - Sat
7. Improve the delivery of health and counseling services for TSU students
UNIVERSITY STRATEGIC PRIORITY 3
Improve Customer Service

Objectives:

1. Enhance our comprehensive customer service training program for faculty and staff

2. Establish a campus wide set of customer service best practices to ensure a positive perception of the University
UNIVERSITY STRATEGIC PRIORITY 4
Sustainability / Diversify Revenue Streams

Objectives:

1. Increase the number and pipeline of leadership donors
2. Expand the focus on corporate giving
3. Increase federal research grants and awards
4. Expand continuing education offerings, certificate programs, and online educational programs
5. Continue cost control and budget management
6. Develop mixed-use property
7. Expand auxiliary revenue streams
UNIVERSITY STRATEGIC PRIORITY 5
Improve Campus Infrastructure

Objectives:

1. Construct two new residence halls (short term); and two additional residence halls (long term)

2. Upgrade existing residence halls

3. Construct at least one new academic building

4. Acquire real estate adjacent to the campus

5. Reduce deferred maintenance

6. Enhance the campus appearance

7. Enhance technology