



Year One Progress Report  
Strategic Plan  
*Pathways to Excellence 2025*  
August 2021



The Tennessee State University Strategic Plan, Pathways to Excellence 2025, was presented to the Board of Trustees at the September 2020 meeting where it received full board approval. Implementation of the plan also began in September and focused on developing strategies for each of the objectives. The plan was crafted with five goals, and twenty-four (24) objectives. Meetings with faculty and staff produced ninety-three (93) strategies initially, though follow-up discussions focused on refinement and resulted in a reduction in the number of the strategies. Several strategies were deleted from the plan because of repetition/duplication or because the responsible department no longer existed. The final reduction produced fifty-five (55) strategies. These fifty-five strategies are outlined on pages 5-17 of this report. Eighteen of the fifty-five strategies were slated to have 2020-2021 data; seventeen have reported data. The remaining strategies involve implementation in year 2021-2022.

Recommendations regarding the development of a strategic plan and its components suggest that achieving a balance is necessary to be successful. Too many objectives could result in resources and time being thinly allocated and nothing meaningful results from the investment of time and energy. Developing too few objectives could result in change occurring in limited areas which may not have the right level of impact on the institution. (Center for Community Health and Development, 2021)

### **Year One - Lessons Learned**

The implementation phase of the Strategic Plan (Plan) in year one realized duplication and unrealistic aims. Faculty and staff who participated in the development of the strategies questioned the number of objectives and expressed concern that the excessive number of objectives and strategies would be a drain on university resources and staff productivity. Faculty and staff also wrestled with the interpretation of strategies, the method of assessment, and relevance to the goal. Participants indicated that the strategies were often unrelated to the goals and/or objectives.

### **Recommended Modifications for Year Two**

The review of Year One was guided by an evaluation process which proposes tapering of the plan. The Plan has been evaluated using the SMART model (Specific - simple, sensible, significant; Measurable - meaningful, motivating; Achievable - agreed, attainable; Relevant - reasonable, realistic and resourced, results-based; Time bound - time-based, time limited, time/cost limited, timely, time-sensitive) with an eye toward focusing the plan on achievable directions. The resulting outcome yielded recommending the reduction in the number of objectives and strategies to concentrate the focus of the Plan toward achievable targets. Adoption of the following modifications to the Plan for Year Two will reduce the objectives from 24 to 19 and reduce the strategies from 55 to 37 and are as follows:

## **Goal 1 – ATTRACT, PREPARE, AND GRADUATE SCHOLARS TO CHANGE THE WORLD**

The objectives for this goal appear to be balanced and focused on issues related to funding and growth such as enrollment, retention, completion, and improvement of services that directly impact students.

### **Goal 1 Objectives: No changes.**

- Objective 1. Grow undergraduate and graduate enrollment.
- Objective 2. Develop innovative approaches to retain a diverse student body.
- Objective 3. Improve graduation attainment performance.
- Objective 4. Expand online academic programs that address the diverse needs of students and constituents.
- Objective 5. Establish a comprehensive onboarding process inclusive of orientation, tutorial support, advisement, registration, and other academic and student support services.
- Objective 6. Provide students access to experiential learning, research, and engagement opportunities.

**Goal 1 Strategies:** The elimination of six strategies because they are duplicative, unrealistic and in a few instances unachievable.

- Goal 1 Objective 2 Strategy 1 - Grow student engagement and satisfaction with registered student organizations.
- Goal 1 Objective 2 Strategy 2 -Improve unduplicated student utilization of academic and student support services.
- Goal 1 Objective 2 Strategy 5 -Improve student satisfaction with overall school climate/customer service.
- Goal 1 Objective 3 Strategy 1 -Increase the use of the academic plan by advisors, faculty, and students.
- Goal 1 Objective 3 Strategy 3 -Improve the graduation attainment of undergraduate students who are enrolled in their fifth or sixth year at the university.
- Goal 1 Objective 5 Strategy 1 - Establish and evaluate a 'one-stop-shop' web presence.

## **Goal 2 – CULTIVATE AN ORGANIZATIONAL CLIMATE THAT PROMOTES COLLABORATION, CONTINUOUS IMPROVEMENT, AND HIGH PERFORMANCE.**

**Goal 2 Objectives:** The removal of Objective 5. Objective 5 requires a determination of what constitutes *key employee processes* to begin to develop accountability practices.

- Objective 1. Build and enhance a culture that utilizes and supports assessment, accreditation, compliance, and strategic planning.
- Objective 2. Improve customer service and enhanced quality and responsiveness to internal and external demands.
- Objective 3. Enhance technology infrastructure to provide the various communities technological resources needed today.
- Objective 4. Improve institutional-wide operational and organizational effectiveness improvement and efficiency initiatives.

Objective 5. Establish accountability practices to enhance the execution of key employee processes.

**Goal 2 Strategies:** The elimination of four strategies.

- Goal 2. Objective 1. Strategy 3 - Integrate planning, assessment and improvement into calendars and meetings.
- Goal 2. Objective 2. Strategy 1 - Improve administrative functions and processes across the university.
- Goal 2, Objective 5. Strategy 1 – Use technology to improve the staff evaluation process.
- Goal 2, Objective 5, Strategy 2 – Streamline, improve and standardize the faculty evaluation tool and submission process.

**Goal 3 – CREATE A TRANSFORMATIVE EDUCATIONAL ENVIRONMENT THAT IMPACTS MIDDLE TENNESSEE AND BEYOND.**

**Goal 3 Objectives:** Objective 4 combined into Objective 1 given that both objectives focus on building partnerships and the alignment of academic programs with industry trends.

- Objective 1. Align academic programs to build and expand partnerships with the fast-growing technology, healthcare, and music-related and other businesses in the Nashville Metro region.
- Objective 2. Enhance coordinated efforts internally and externally to improve engagement with all stakeholders.
- Objective 3. Increase partnerships with the business community to enhance overall operations of the University and placement of graduates.
- Objective 4. Provide distinctive programs that align with innovative support services to address the emerging needs of students.
- Objective 5. Cultivate a climate of interdisciplinary research and creative activities for all stakeholders.

**Goal 3 Strategies:** The elimination of three strategies .

- Goal 3, Objective 1, Strategy 2 – Develop micro-credentialing programs for technology, healthcare, music related and other high growth industry.
- Goal 3, Objective 4, Strategy 1 – Identify the emerging needs of students to determine appropriate programming.
- Goal 3, Objective 4, Strategy 2 – Develop career pathways integrating academic and student support services.

**Goal 4 – GENERATE REVENUE AND CAPACITY TO REINVEST IN STRATEGIC PRIORITIES**

**Goal 4 Objectives:** The deletion of Objective 2 as the responsibility for this objective resides with the federal agencies, the governor and the state legislature.

Objective 1. Strengthen the university's fiscal position to enhance and diversify current revenue streams.

Objective 2. Secure equitable distribution of land grant funding from federal and state agencies.

Objective 3. Increase and offer competitive scholarships by 10 % per academic year.

Objective 4. Sustain R2 research status and pursue R1 research status.

**Goal 4 Strategies:** The elimination of two strategies.

- Goal 4, Objective 2, Strategy 1 – Secure historical land grant funding owed to Tennessee State University. Deletion
- Goal 4, Objective 2, Strategy 2 – Improve the effectiveness of grants administration. Move to Objective 4

**Goal 5 – PROMOTE, STRENGTHEN AND SUSTAIN ACADEMIC EXCELLENCE IN TEACHING AND LEARNING.**

**Goal 5 Objectives:** Delete Objective 2 and 3. Objective 2 refers to policies that are mandated for university adherence. Objective 3 duplicates Goal 1, Objective 4 which addresses the expansion of distance education.

Objective 1. Attract and retain talented and highly qualified faculty and staff.

Objective 2. Embrace, utilize, and operationalize diversity and inclusion.

Objective 3. Utilize technology to improve the effectiveness of face-to-face and virtual learning experiences.

Objective 4. Create and enhance the professional development of faculty and staff through a coordinated approach.

Goal 5 Strategies: The elimination of three strategies.

- Goal 5, Objective 2, Strategy 1 – Provide training for search committees.
- Goal 5, Objective 2, Strategy 2 – Provide training for faculty and staff on discrimination, harassment and sexual misconduct.
- Goal 5, Objective 3, Strategy 1 – Establish training opportunities in high impact instructional use technology.

**Reference:**

Center for Community Health and Development, University of Kansas, Website: [Chapter 8. Developing a Strategic Plan | Section 3. Creating Objectives | Main Section | Community Tool Box \(ku.edu\)](#) .

## YEAR ONE PROGRESS

### Goal 1: Attract, Prepare, and Graduate Scholars to Change the World

#### ***Goal 1. Objective 1: Grow Undergraduate Enrollment***

	Performance Target	Results	Conclusion
<b>Strategy 1: Expand recruitment and enrollment of traditional high school population within the state of Tennessee and within the 250-mile radius.</b>	3% annual increase in freshman enrollment	Fall 2019: 5,875 Fall 2020 -6,000 2% increase	Benchmark/Performance Target Not Met
<b>Strategy 2: Expand recruitment and enrollment of transfer students.</b>	3% annual increase in transfer student enrollment	Fall 2019: 502 Fall 2020: 327 35% decrease	Benchmark/Performance Target Not Met
<b>Strategy 3: Expand recruitment and enrollment of international students.</b>	3% annual increase in international student enrollment	Fall 2019: 296 Fall 2020: 211 29% decrease	Benchmark/Performance Target Not Met
<b>Strategy 4: Expand recruitment and enrollment of nontraditional student populations.</b>	3% annual increase in nontraditional student enrollment	Fall 2019: 1,064 Fall 2020: 816 23% decrease	Benchmark/Performance Target Not Met
<b>Strategy 5: Expand recruitment and enrollment of graduate populations within Nashville, the state of Tennessee, and worldwide.</b>	3% annual increase in graduate student enrollment	Fall 2019: 2,206 Fall 2020: 1,615 27% decrease	Benchmark/Performance Target Not Met

***Goal 1. Objective 2: Develop Innovative Approaches to Retain a Diverse Student Body***

	<b>Performance Target</b>	<b>Results</b>	<b>Conclusion</b>
<b>Strategy 1: Grow student engagement and satisfaction with registered student organizations.</b>	3% annual increase in student engagement and satisfaction	Implementation 2021-2022	N/A
		<p><b>Title III:</b> 397 students utilized P.A.S.S. Tutoring from July 1, 2020 through April 29, 2021.</p> <p>The unduplicated numbers for P.A.S.S. tutoring for 19-20: Two hundred eight-four (284) unique students participated in P.A.S.S. Tutoring.</p> <p><b>Career Center: 2019-2020</b></p> <p>4073 Handshake 1037 Kuder Assessment 490 The Vault 169 Interview Stream</p> <p>2020-2021</p> <p>Handshake 5250 (29%) Kuder 749 (28% decrease) Vault -Unable to provide Interview Stream 81 (7% increase)</p> <p><b>Academic Success Center</b></p> <p>ASC student utilization of services (unduplicated count) AY 19-20 - 1340 students utilized ASC services. AY 20-21 - 3009 students utilized ASC services</p>	
<b>Strategy 2: Improve unduplicated student utilization of academic and student support services.</b>	3% annual increase in student utilization of academic and student support services		Benchmark/Performance Target Met
<b>Strategy 3: Grow and track student involvement in high impact practices within</b>	2% annual increase of student involvement in high impact practices	Implementation 2021-2022	N/A

curricular and co-curricular activities.

**Strategy 4: Improve student participation in professional development and career readiness opportunities.**

3% annual increase in utilization

Implementation 2021-2022

N/A

**Strategy 5: Improve student satisfaction with overall school climate/customer service.**

5% annual increase in student satisfaction

Implementation 2021-2022

N/A

***Goal 1. Objective 3: Improve Graduation Attainment Performance***

**Performance Target**

**Results**

**Conclusion**

**Strategy 1: Increase the use of the academic plan by advisors, faculty, and students.**

5% annual increase

Implementation 2021-2022

N/A

**Strategy 2: Widen the use of prior learning assessment.**

3% annual increase

2019-2020: 871  
2020-2021: 930  
7% increase

Benchmark/Performance Target Not Met

**Strategy 3: Improve the graduation attainment of undergraduate students who are enrolled in their fifth or sixth year at the university.**

1% increase of the 6-year graduation rate by 2025

Implementation 2021-2022

N/A

***Goal 1. Objective 4: Expand Online Academic Programs that Address the Diverse Needs of the Students and Constituents***

**Performance Target**

**Results**

**Conclusion**



<b>Strategy 1: Determine the new or existing degree programs to offer fully online based on data relevant to market demand.</b>	Increase by one program every two years	One additional degree program was approved for online delivery for 2020-2021	Benchmark/Performance Target Met
<b>Strategy 2: Boost faculty participation in university online training to encourage faculty buy-in of additional online program offerings.</b>	Increase by ten (10) faculty each year	212 faculty/staff participated in training sessions; 570 faculty/staff participated in zoom help sessions	Benchmark/Performance Target Met

***Goal 1. Objective 5: Establish a Comprehensive On-Boarding Process Inclusive of Orientation, Tutorial Support, Advisement, Registration, and Other Academic and Student Support Services***

	<b>Performance Target</b>	<b>Results</b>	<b>Conclusion</b>
<b>Strategy 1: Establish and evaluate a 'one-stop-shop' web presence.</b>	Development and implementation of a one-stop-shop web presence	Implementation 2021-2022	N/A
<b>Strategy 2: Evaluate the on-boarding process.</b>	Achieve 75% student satisfaction annually	Over 75% of New Student Orientation participants surveyed selected 'Strongly Agree' and 'Agree' that the onboarding process met their needs and was satisfactory.	Benchmark/Performance Target Met

**Goal 2: Cultivate an Organizational Climate that Promotes Collaboration, Continuous Improvement, and High Performance**

***Goal 2. Objective 1: Build and enhance a culture that utilizes and supports assessment, accreditation, compliance, and strategic planning.***

	<b>Performance Target</b>	<b>Results</b>	<b>Conclusion</b>
<b>Strategy 1: Provide training opportunities to faculty and staff on assessment.</b>	At least 2 training sessions offered per academic year	2020-2021: 7 sessions offered	Benchmark/Performance Target Met
<b>Strategy 2A: Evaluate new and existing processes relative to enhancing a culture that supports assessment, accreditation, and compliance.</b>	Annual increase in faculty/staff knowledge	2020-2021: 7% increase on survey item	Benchmark/Performance Target Met
<b>Strategy 2B: Evaluate new and existing processes relative to enhancing a culture that supports assessment, accreditation, and compliance.</b>	Offer at least one session annually	2020-2021: 10 sessions offered	Benchmark/Performance Target Met
<b>Strategy 3: Integrate planning, assessment and improvement into calendars and meetings.</b>	Increase the number of targets met annually	Implementation 2021-2022	- N/A
<b>Strategy 4: Maintain continuous compliance with institutional and programmatic accreditation requirements.</b>	100% of required institutional and programmatic accreditation report requirements met	2020-2021: 2 program site visits resulted in 7-year accreditation	Benchmark/Performance Target Met

***Goal 2. Objective 2: Improve customer service and enhanced quality and responsiveness to internal and external demands.***

	<b>Performance Target</b>	<b>Results</b>	<b>Conclusion</b>
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<b>Strategy 1: Improve administrative functions and processes across the university.</b>	Ellucian consultant report completed 2020-2021/Implementation of process revisions	Implementation 2022-2023	N/A
<b>Strategy 2: Develop university guidelines and expectations for customer services.</b>	Completion of guidelines and measurement of change in constituent satisfaction	Implementation 2021-2022	N/A
<b>Strategy 3: Provide training opportunities to faculty and staff on customer service.</b>	At least two trainings per year ???	Implementation 2021-2022	N/A

***Goal 2. Objective 3: Enhance technology infrastructure to provide various communities technological resources needed today.***

	<b>Performance Target</b>	<b>Results</b>	<b>Conclusion</b>
<b>Strategy 1: Develop a comprehensive training plan for technology tools across the university.</b>	Establish benchmark 2021-2022	Implementation 2021-2022	N/A

***Goal 2. Objective 4: Improve institution-wide operational and organizational effectiveness improvement and efficiency initiatives.***

	<b>Performance Target</b>	<b>Results</b>	<b>Conclusion</b>
<b>Strategy 1: Encourage academic programs who are below the 97% expected performance target to create a local developed major field test (THEC QAF Standard 2)</b>	Number of local developed major field assessments transitioned each year and 5% improvement in the MFA performance scoring	Results available October 2021	Benchmark/Performance Target Not Met
<b>Strategy 2: Develop and implement a program review</b>	Establishment of a review system	Implementation 2021-2022	N/A

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system for administrative and academic support units.

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**Strategy 3: Conduct a comprehensive quality assurance review of the processes, procedures, and policies across the Division of Academic Affairs.**

7% improvement over the duration of the strategic plan

Implementation 2021-2022

N/A

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***Goal 2. Objective 5: Establish accountability practices to enhance the execution of key executive processes.***

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**Performance Target**

**Results**

**Conclusion**

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**Strategy 1: Use technology to improve the staff evaluation process.**

University achieves 75% submission rate by 2025

Implementation 2021-2022

N/A

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**Strategy 2: Streamline, improve, and standardize the faculty evaluation tool and submission process.**

75% usage by 2022

Implementation 2021-2022

N/A

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**Goal 3: Create a Transformative Educational Environment that Impacts Middle Tennessee and Beyond**

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***Goal 3. Objective 1: Align academic programs to build and expand partnerships with the fast-growing technology, healthcare, music-related, and other businesses in the Nashville metro region.***

	<b>Performance Target</b>	<b>Results</b>	<b>Conclusion</b>
<b>Strategy 1: Grow external corporate, governmental, and community partnerships with academic programs.</b>	Develop at least one new external partnership annually per college	Implementation 2021-2022	N/A
<b>Strategy 2: Develop micro-credentialing programs for technology, healthcare, music-related, and other high growth industry.</b>	Increase annually by one for the university	Implementation 2021-2022	N/A

***Goal 3. Objective 2: Enhance coordinated efforts internally and externally to improve engagement with all stakeholders.***

	<b>Performance Target</b>	<b>Results</b>	<b>Conclusion</b>
<b>Strategy 1: Recruit alumni donors.</b>	2% annual increase in alumni donors	Results unreported	N/A
<b>Strategy 2: Cultivate a professional network to provide job shadowing, mentorship, and employment opportunities.</b>	3% annual increase in the number of opportunities	Implementation 2021-2022	N/A

***Goal 3. Objective 3: Develop partnerships with the business community to enhance overall operations of the university and the placement of graduates.***

	<b>Performance Target</b>	<b>Results</b>	<b>Conclusion</b>
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<b>Strategy 1: Develop partnerships for career placements.</b>	5% annual increase in partnership placement opportunities	Implementation 2021-2022	N/A
<b>Strategy 2: Establish, expand, and sustain business partnerships/relationships to secure internships.</b>	2% annual increase	Implementation 2021-2022	N/A

***Goal 3. Objective 4: Provide distinctive programs that align with innovative support services to address the emerging needs of students.***

	<b>Performance Target</b>	<b>Results</b>	<b>Conclusion</b>
<b>Strategy 1: Identify the emerging needs of students to determine appropriate programming.</b>	Conduct one focus group per semester to determine student needs	Implementation 2021-2022	N/A
<b>Strategy 2: Develop career pathways (experiential major maps) integrating academic and student support services.</b>	Implementation of career pathways	Implementation 2021-2022	N/A

***Goal 3. Objective 5: Cultivate a climate of interdisciplinary research and creative activities for all stakeholders.***

	<b>Performance Target</b>	<b>Results</b>	<b>Conclusion</b>
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<b>Strategy 1: Develop research and creative activities to increase faculty and staff proposal submissions.</b>	2% annual increase in submissions	Tracked/recorded all submitted proposals during the 2020-2021 fiscal year: 224 proposals were submitted during FY21 (FY20: 200 submissions) 12% increase	Benchmark/Performance Target Met
<b>Strategy 2: Develop undergraduate and graduate research opportunities.</b>	10% increase by 2025	Implementation 2021-2022	N/A
<b>Strategy 3: Grow user participation in Search database software.</b>	2% annual increase in enrollment	Implementation 2021-2022	N/A

#### Goal 4: Generate Revenue and Capacity to Reinvest in Strategic Priorities

##### ***Goal 4. Objective 1: Strengthen the university's fiscal position to enhance and diversify current and new revenue streams.***

	Performance Target	Results	Conclusion
<b>Strategy 1: Develop a plan to incentivize faculty and staff research productivity.</b>	Completed by 2025	Implementation 2021-2022	N/A

##### ***Goal 4. Objective 2: Secure equitable distribution of land grant funding from federal and state agencies.***

	Performance Target	Results	Conclusion
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<b>Strategy 1: Secure historical land grant match funding owed to Tennessee State University</b>	Completed by 2025	Implementation 2021-2022	N/A
<b>Strategy 2: Improve the effectiveness of grants administration.</b>	3% increase from baseline by 2025	Implementation 2021-2022	N/A

***Goal 4. Objective 3: Grow the number of competitive scholarships by 10% per academic year.***

	<b>Performance Target</b>	<b>Results</b>	<b>Conclusion</b>
<b>Strategy 1: Raise \$1.25 million in new scholarship dollars from alumni and \$2.5 million in new dollars from corporate and private entities.</b>	Raise \$1.25 million from alumni and \$2.5 million from corporate and private entities by 2025	In Fiscal Year, 2021 6,648,840 was raised from Corporate and Foundation Relations.	Benchmark/Performance Target Met

***Goal 4. Objective 4: Sustain R2 research status and pursue R1 research status.***

	<b>Performance Target</b>	<b>Results</b>	<b>Conclusion</b>
<b>Strategy 1: Increase faculty satisfaction with research infrastructure to support faculty research productivity (professional development, research facilities, and grant support services).</b>	5% annual increase in faculty satisfaction within research infrastructure and support	Implementation 2021-2022	N/A
<b>Strategy 2: Develop research-based doctoral degrees.</b>	Increase the number of programs by two (2) by 2025	Implementation 2021-2022	N/A
<b>Strategy 3: Offer university sponsored research grants to</b>	One (1) research grant annual increase	Implementation 2022-2023	N/A



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promote faculty research activity.

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Goal 5: Promote, Strengthen, and Sustain Academic Excellence in Teaching and Learning

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***Goal 5. Objective 1: Attract and retain talented and highly qualified faculty and staff.***

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	Performance Target	Results	Conclusion
Strategy 1: Review salary compensation packages for all faculty and staff.	Withing + or – 5% of the average competitive salary for the southeast region or appropriate market	Implementation 2021-2022	N/A

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***Goal 5. Objective 2: Embrace, utilize, and operationalize diversity and inclusion.***

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	Performance Target	Results	Conclusion
Strategy 1: Provide training for search committees.	3% annual increase in training attendance	Implementation 2021-2022	N/A
Strategy 2: Provide training for faculty and staff on discrimination, harassment, and sexual misconduct.	3% annual increase in training attendance	Implementation 2021-2022	N/A

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***Goal 5. Objective 3: Utilize technology to improve the effectiveness of face-to-face and virtual learning experiences.***

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	Performance Target	Results	Conclusion
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<b>Strategy 1: Establish training opportunities in high impact instructional use technology.</b>	5% annual increase in training attendance	Implementation 2021-2022	N/A
<b><i>Goal 5. Objective 4: Create and enhance the professional development of faculty and staff through a coordinated approach.</i></b>			
	<b>Performance Target</b>	<b>Results</b>	<b>Conclusion</b>
<b>Strategy 1: Create a faculty development program.</b>	Creation of a comprehensive sustainable faculty development program	Implementation 2021-2022	N/A
<b>Strategy 2: Reinstate the annual teacher of the year award to recognize innovative teaching.</b>	Recognition established	Implementation 2021-2022	N/A

University Dashboard (Internal)	Baseline 2019-2020	Year 1 2020-2021	Progress			2025 Goal
<b>ENROLLMENT (Include year for all data)</b>						
Total Enrollment	8081	7615				10,400
Undergraduate	5875	6000				7,500
Transfer Student	502	327				410
Online Undergraduate	157	400				500
Graduate Enrollment	2206	1615				2810
Online graduate enrollment	256	461				575
<b>RESEARCH AND DEVELOPMENT (FY 2019)</b>						
Total Research Expenses (FY19)	15,636,928	13,600,223				25,200,000
Total Research Salaries and Wages (FY19)	9,398,894	8,216,972				12,000.000
<b>STUDENT SUCCESS</b>						
First-Year Retention Fall 2019	64%	64%				78%
Four Year Graduation Rate (2016 cohort)	13%	11%				28%
Six Year Graduation Rate (2014 cohort)	32%	27%				41%
<b>Degrees Awarded by fiscal year</b>						
Total Degrees Awarded	1533	1425				1,905
Bachelors	1081	968				1,380
Masters	336	354				429
Doctorates	75	94				96
STEM Discipline Graduates	218	236				280
<b>New Graduate Programs</b>						
Certificates	0	4				
Masters	2	2				5
Doctorates	1	1				5
Number of graduating seniors who pursue Graduate school and professional degrees	76	144				100
<b>FINANCIAL RESOURCES (FY 2019)</b>						
State appropriations	45,552,833	49,127,338				64,800,000
Government grants and contracts	631,141	65,162,280				75,000,000
Private gifts, grants, and contracts	1,280,013	1,458,854				2,500,000
Investment Income	820,457	1,569,311				3,200,000
Value of Endowment Assets (End of Year)	61,064,388	61,551,259				78,000,000
<b>FACULTY</b>						
Faculty to student ratio	14:1	12:1				19:1

Full- Time Faculty	320	366				420
Faculty Tenured	209	227				260
Faculty Tenured-track	91	121				140
Full professor	100	100				115
Associate	16	13				15
Endowment / Chairs of Excellence	2	2				5
<b>Staff FTE (FY 20)</b>						
Staff FTE	1355	1207				1,400
<b>RANKING AND RECOGNITION</b>						
US News (HBCU Ranking)	29	31				Top 5
US News (Ranking)	TBD	TBD				Top 200
College Affordability and Transparency (Net Price)*	\$10,325	\$9,186				TBD
College Affordability and Transparency (Tuition & Fee Price Change)**	9.34%	21.2%				TBD
Carnegie Classification	R2	R2				R1

\*2020 Report (2017-18)

\*\*2020 Report (2018-2019)

Data Sources: IPEDS, Carnegie Classification, U. S. News

Green =Target Met

Yellow = Significant Progress to Target

Red = Target not met/Minimal or No Progress