



Year Four Progress Report
Strategic Plan
Pathways to Excellence 2025

July 2024

Introduction

The Tennessee State University Strategic Plan, *Pathways to Excellence 2025*, was presented and approved by the Board of Trustees at the September 2020 meeting. Implementation of the Strategic Plan (Plan) also began at the same time and focused on developing strategies for each of the objectives. The Plan was crafted with five strategic goals, and twenty-four (24) objectives. Initial planning meetings led to the development of 55 strategies. Based on lessons learned from Year One, a tapering of the objectives from 24 to 19 a tapering of the strategies from 55 to 37 strategies occurred which produced a Modified Plan published in August 2021. The thirty-seven strategies are outlined on pages 3-23 of this report in table format and includes Year Four (2023-2024) performance targets, assessment results, and conclusion. Page 24 of this report provides updated progress of key metrics.

As Tennessee State University (TSU) ends its fourth year of implementation of its five-year strategic plan, we are pleased to report on the progress towards achieving our goals this academic year. Every stakeholder involved with this process has contributed to the tremendous progress being made. We are committed to continuing to work towards our goals and to making TSU the best university it can be. Through the hard work and dedication of our faculty, staff, students, and alumni, we have made significant strides in all areas of the plan.

Year Four Implementation - Lessons Learned

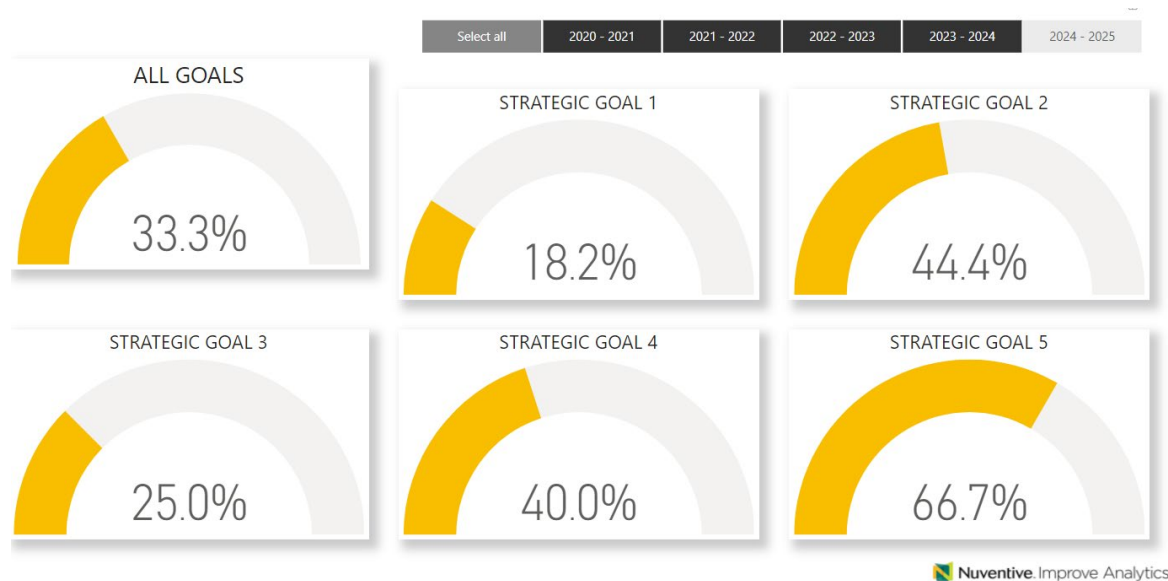
In the fourth year of executing the University's five-year strategic plan, we have gleaned significant insights that have streamlined our strategies and expedited progress toward our institutional objectives. Key lessons include the critical need for clear communication and the alignment of all university activities with our mission and overarching goals. It is essential that the strategic plan is articulated transparently and comprehensively to all stakeholders to foster a unified commitment. Our assessment practices are deliberately linked to institutional goals, ensuring that every action and outcome directly contributes to our overarching objectives. This unity ensures that each department and unit is synchronized with our common objectives, enhancing collaborative efforts and optimizing resource allocation. Continuous evaluation of each unit's impact and ongoing improvements have been pivotal in driving systemic enhancement. Furthermore, our collaborative engagements with stakeholders have been instrumental in advancing our strategic goals. These partnerships have not only expanded our capabilities but also enriched the educational ecosystem we steward.

Year Four Result Progress

As the graphic below indicates, 100 percent (100%) of the strategies have reported results. Of those strategies evidencing results, 91.7% reported that the benchmark had been met.

Strategic Goal	Strategies	Strategies with Results	% of Strategies with Results	% of Strategies with Results = Benchmark Met
STRATEGIC GOAL 1: ATTRACT, PREPARE, AND GRADUATE SCHOLARS TO CHANGE THE WORLD	11	11	100.0%	90.9%
STRATEGIC GOAL 2: CULTIVATE AN ORGANIZATIONAL CLIMATE THAT PROMOTES COLLABORATION, CONTINUOUS IMPROVEMENT, AND HIGH PERFORMANCE	9	9	100.0%	88.9%
STRATEGIC GOAL 3: CREATE A TRANSFORMATIVE EDUCATIONAL ENVIRONMENT THAT IMPACTS MIDDLE TENNESSEE AND BEYOND	8	8	100.0%	87.5%
STRATEGIC GOAL 4: GENERATE REVENUE AND CAPACITY TO REINVEST IN STRATEGIC PRIOTIES	5	5	100.0%	100.0%
STRATEGIC GOAL 5: PROMOTE, STRENGTHEN AND SUSTAIN ACADEMIC EXCELLENCE IN TEACHING AND LEARNING	3	3	100.0%	100.0%
Total	36	36	100.0%	91.7%

Strategic Goal Completion Rate: The University has made continual progress in advancing our collective strategies in our five strategic goals. Three (3) strategies were completed in Year Four; twelve (12) strategies have been completed to date. Based on all reported data, strategic goal completion rates are depicted in the graphic below.



GOAL 1: ATTRACT, PREPARE, AND GRADUATE SCHOLARS TO CHANGE THE WORLD

GOAL 1. OBJECTIVE 1: GROW UNDERGRADUATE AND GRADUATE ENROLLMENT

	Performance Target	Results	Conclusion
Strategy 1: Expand recruitment and enrollment of traditional high school population within the state of Tennessee and within the 250-mile radius.	3% annual increase in freshman enrollment	Fall 2023 – 2151 Fall 2022 – 3,807 43.5% Decrease	Performance Target Not Met
Strategy 2: Expand recruitment and enrollment of transfer students.	3% annual increase in transfer student enrollment	First time Transfer Fall 2023- 218 Fall 2022 - 288 34% Decrease	Performance Target Not Met
Strategy 3: Expand recruitment and enrollment of international students.	3% annual increase in international student enrollment	Fall 2023: 222 Fall 2022: 210 6% Increase	Performance Target Met
Strategy 4: Expand recruitment and enrollment of nontraditional student populations.	3% annual increase in nontraditional student enrollment	Fall 2023 – 1,103 Fall 2022: 1349 18.23% Decrease	Performance Target Not Met
Strategy 5: Expand recruitment and enrollment of graduate populations within Nashville, the state of Tennessee, and worldwide.	3% annual increase in graduate student enrollment	Fall 2023: 1,433 Fall 2022: 1,520 7% Decrease Spring 2023: 1, 173 Spring 2023: 1,304 11% Decrease	Performance Target Not Met

GOAL 1. OBJECTIVE 2: DEVELOP INNOVATIVE APPROACHES TO RETAIN A DIVERSE STUDENT BODY

	Performance Target	Results	Conclusion
Strategy 1: Improve student participation in professional development and career readiness opportunities.		The University's Career Center sustained consistent professional development and career readiness opportunities for students during the 2023 - 2024 academic school year.	
	3% annual increase in utilization	Professional development and career readiness opportunities included workshops on various topics conducted by the Career Development Center staff and corporate partners (e.g. Clear Water Paper, Deloitte, Pepsi/Frito Lay, and Kroger and many others), the JC Penny Suit Up event, 9 Crash the Classroom opportunities, Career Fairs, and workshops/seminars requested by Academic Departments and student organizations.	Performance Target Met
		The targeted goal was 3%, however, it is estimated that the department achieved 3% - 5%. This is largely due to the Career Development Center's effort to partner with numerous departments on campus which include - Athletics, Honors College, McNair Scholars, Trio Program, Engineering and Business.	

GOAL 1. OBJECTIVE 3: IMPROVE GRADUATION ATTAINMENT PERFORMANCE

	Performance Target	Results	Conclusion
Strategy 1: Widen the use of prior learning assessment.	3% annual increase in the number of students participating in Prior Learning Assessment (PLA)	The number of students participating in the Prior Learning Assessment (PLA) program during this cycle was 1,440 including dual enrollment data which is an increase of 497 students (34.51%) compared to a 20.42% decrease from the prior year.	Performance Target Met

GOAL 1. OBJECTIVE 4: EXPAND ONLINE ACADEMIC PROGRAMS THAT ADDRESS THE DIVERSE NEEDS OF THE STUDENTS AND CONSTITUENTS

	Performance Target	Results	Conclusion
Strategy 1: Determine the new or existing degree programs to offer fully online based on data relevant to market demand.	Increase by one program every two years	Satisfactory progress was made toward meeting the goal to increase the number of online program offerings. One additional degree program was approved, resulting in a total of 37 programs approved for distance education delivery.	Performance Target Met
Strategy 2: Boost faculty participation in university online training to encourage faculty buy-in of additional online program offerings.	Increase by ten (10) faculty each year	<p>A number of professional development opportunities were hosted / facilitated allowing for an increase in the number of faculty participants greater than the benchmark / performance target of ten (10) faculty each year.</p> <p>Over 350 faculty and staff participated in several professional development opportunities: " In partnership with the TSU Faculty Development Committee and Title III, TSU Global Online hosted two faculty development events – (1) The Crossroads of Higher Education – A New Semester, A New Beginning (Energizing, Engaging and Empowering our Faculty) on August 15, 2023 and (2) Peer to Peer Conversations (TSU faculty facilitated eleven sessions) on January 9, 2024. " CTLT 102-104 eLearn workshops were offered throughout the academic year. These sessions included ½ day sessions on specific topics and full-day sessions covering the material in the</p>	Performance Target Met Strategy Status: Completed

GOAL 1. OBJECTIVE 5: ESTABLISH A COMPREHENSIVE ON-BOARDING PROCESS INCLUSIVE OF ORIENTATION, TUTORIAL SUPPORT, ADVISEMENT, REGISTRATION, AND OTHER ACADEMIC AND STUDENT SUPPORT SERVICES

	Performance Target	Results	Conclusion
Strategy 1: Evaluate the on-boarding process.	Achieve 75% student satisfaction annually	Strategy Status: Completed	Performance Target Met

GOAL 1. OBJECTIVE 6: PROVIDE STUDENT ACCESS TO EXPERIENTIAL LEARNING, RESEARCH AND ENGAGEMENT OPPORTUNITIES.

	PERFORMANCE TARGET	RESULTS	CONCLUSION
Strategy 1: Grow and track student involvement in high impact practices within curricular and co-curricular activities.	2% annual increase of student involvement in high impact practice	<p>During AY 2023-2024, 83% of first-year students participated in one or more HIP, which is a 7% increase over the previous year. Eighty-five percent of seniors participated in one or more HIP. This is a slight increase of 1% from the previous year. "Considering both increases, TSU saw an overall increase of 8% of student involvement in HIPs.</p> <p>Overall, results from the NSSE have shown TSU's performance target was met for the AY 2023-2024. As a result of the data areas of improvement have been identified to continue to increase student involvement in HIPs on campus as well as to increase the</p>	Performance Target Met

overall response rate for the institution as a whole.

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.

	Performance Target	Results	Conclusion
Strategy 1: Provide training opportunities to faculty and staff on assessment.	At least 2 training sessions offered per academic year	<p>During the academic year, eight (8) workshops were presented to the University's assessment community, six (6) of which were sponsored external assessment conferences and the Assessment 101 course offering for assessment contributors' professional development opportunity.</p> <p>In addition, the first in-person TSU Assessment Day and an Assessment Café were featured by the University's Office of Assessment and Accreditation, as well as an Assessment Boot Camp provided tailored into smaller, focused sessions, providing an enhanced training experience.</p>	Performance Target Met
Strategy 2: Evaluate new and existing processes relative to enhancing a culture that supports assessment, accreditation, and compliance -survey.	Annual increase in faculty/staff knowledge	<p>An assessment survey was conducted in Fall 2023 in order to capture faculty and staff perception of the University's assessment process and respondent's level of knowledge. On the survey item " As a result of the training sessions offered, I have an increased understanding of the institutional assessment process," 72% of respondents strongly agreed/agreed. The results indicate the performance target was not met in 2023-2024.</p>	Performance Target Not Met

		<p>In the 2023-2024 reporting period, the department conducted a presentation at the OAA retreat, addressing the institutional accreditor's (SACSCOC) updates. This presentation was delivered to all department chairs, deans, and academic affairs directors.</p> <p>The purpose was twofold: to update the audience on the results of the prior year's results received by the SACSOC Board of Trustees at its June 2023 meeting and provide the most cited standards from the accreditor's review committee, ensure ongoing compliance and to prepare for the upcoming interim review.</p> <p>A second initiative during the academic year to enhance a culture of compliance is found in the department's presentation provided in Spring 2024 provided to the SASCSCOC Steering Committee which provided an overview of the Fifth-Year Interim Report requirements and the results of the Readiness Audit which lays foundation for the upcoming compliance certificate.</p>	
	Offer at least one informational session annually		Performance Target Met
Strategy 3: Maintain continuous compliance with institutional and programmatic accreditation requirements.	100% of required institutional and programmatic accreditation report requirements met	<p>Programmatic Accreditation: For the 2023-2024 academic year there were seven (7) educational programs that completed scheduled programmatic accreditor site visits. (ACEN and AACSB). All programs completed self-study reports and any required responses to accreditor were submitted timely and had successful site visits.</p>	Performance Target Met

GOAL 2. OBJECTIVE 2: IMPROVE CUSTOMER SERVICE AND ENHANCED QUALITY AND RESPONSIVENESS TO INTERNAL AND EXTERNAL DEMANDS.

	Performance Target	Results	Conclusion
Strategy 1: Develop university guidelines and expectations for customer services.	Completion of guidelines and measurement of change in constituent satisfaction	Strategy Status: Completed	Performance Target Met

Strategy 2: Provide training opportunities to faculty and staff on customer service.	At least two trainings per year	Performance Target Met
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GOAL 2. OBJECTIVE 3: ENHANCE TECHNOLOGY INFRASTRUCTURE TO PROVIDE VARIOUS COMMUNITIES TECHNOLOGICAL RESOURCES NEEDED TODAY.

	Performance Target	Results	Conclusion
Strategy 1: Develop a comprehensive training plan for technology tools across the university.	Establish benchmark 2021-2022	Strategy Status: Completed	Performance Target Met

GOAL 2. OBJECTIVE 4: IMPROVE INSTITUTION-WIDE OPERATIONAL AND ORGANIZATIONAL EFFECTIVENESS IMPROVEMENT AND EFFICIENCY INITIATIVES.

	Performance Target	Results	Conclusion
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)	Number of local developed major field assessments transitioned each year and 5% improvement in the MFA performance scoring	<p>During the 2023-2024 academic year, communication was disseminated to deans and department chairs. Those programs scheduled by THEC QAF for scoring in 2022-2023 met with OIE on 10/13/2023 and each program was provided with their prior funding cycle performance scores (2018-19 scores for the BBA programs and 2022-23 licensure exam scores reported). The meeting included discussing both licensure and non-licensure programs to discuss actions to improve MFA scores and the option of transitioning to a locally developed testing instrument.</p> <p>Based on the prior cycle for those programs administering the ETS testing, there were four programs that fell below 97% - the Bachelor of Business Administration programs; yet it was not significant (ranged from 88%-91%) in addition the</p>	<p>Performance Target Met</p> <p>Strategy Status: Completed</p>

BBA is accredited by the AACSB and therefore the programs decided to stay with the standardized testing instrument. THEC Year 3 recommended points compared to Year 1 revealed an increase of 7 points and an increase of 4 points over Year 2 MFA scoring.

Strategy 2: Develop and implement a program review system for administrative and academic support units.	Establishment of a review system	Strategy Status: Completed	Performance Target Met
Strategy 3: Conduct a comprehensive quality assurance review of the processes, procedures, and policies across the Division of Academic Affairs.	Establishment of a review system	Strategy Status: Completed	Performance Target Met

GOAL 3: CREATE A TRANSFORMATIVE EDUCATIONAL ENVIRONMENT THAT IMPACTS MIDDLE TENNESSEE AND BEYOND

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.

	Performance Target	Results	Conclusion
Strategy 1: Grow external corporate, governmental, and community partnerships with academic programs.	Develop at least one new external partnership annually per college	The College of Life and Physical Sciences (Dr. Levi Watkins, Jr. Institute) established an MOU with Sidney Kimmel Medical College-Thomas Jefferson University.	Performance Target Met
		The College of Engineering added a partnership with Federal Aviation Administration (FAA), Meharry Medical College, HBCU Connecting Minority Communities Apprenticeship Consortium to grow external partnerships with academic programs. It added three (3) external partnerships.	
		The College of Business is consistently involved in the development of corporate relationships. It is essential to develop these relationships to increase the number of our student internship opportunities. The number of	

students who participated in internships for all disciplines in the College of Business represented: Spring 2022 - Five (5) Interns Summer 2022 - Eleven (11) Interns Fall 2022 - Five (5) Interns Spring 2023 - Thirteen (13) Interns Summer 2023 - Sixteen (16) Interns Fall 2023 - Three (3) Interns Spring 2024 - Ten (10) Interns Our numbers have been relatively consistent.

The College plans to do more cooperative work with the Small Business Administration and other community stakeholders. The College has also started a project to assist minority businesses with the public purchasing and bidding processes.

During the 2023-2024 Academic Year, the College of Agriculture has established 11 new partnerships with the following entities: ePlant, Caney Fork Farm, Bush Bean's, Edible Nashville, Tennessee Walking Horse Breeders and Exhibitors Association, Tennessee Dairy Producers Association, Music City Pet Partners, Nashville Symphony, Molly Green Apparel, Artizia, Americas For Conservation + The Arts.

Through our NextGen Consortium and Center of Excellence for Natural Resources, Renewable Energy, and the Environment, the College has established new partnerships with the following universities: Lincoln University, Fort Valley University, North Carolina A&T University, University of Houston, Alcorn State University, Virginia Tech University, Middle Tennessee State University, University of Tennessee at Knoxville, University of Tennessee at Martin, Utah State, Chief Dull Knife College, University of Memphis, and South Eastern Kenya University.

New industry partnerships include Tennessee Local Food, TransfrVR, Pathful, Think Digital, International, Livestock Research Institute, South Eastern Kenya

University, Tennessee Association of Agricultural Education, and Tennessee FFA Association.

The College of Education has established PreK-12 and Higher Education advisory boards to foster partnerships and collaboration with external stakeholders. The inaugural meeting of the PreK-12 Advisory Board, scheduled for March 13, 2024, focused on the following key areas: - Enrollment and recruitment strategies - Marketing and outreach efforts - Graduation rates and student success - Course offerings and curriculum development - Dissertation Bootcamp (Ed.D. program)

The advisory board meetings provided a platform for valuable insights, feedback, and guidance from external partners, helping to align academic programs with industry needs and enhance the department's impact. Results: The development and meeting of the PreK-12 and Higher Education advisory boards are ongoing initiatives to strengthen partnerships and collaboration.

In the College of Liberal Arts, the Department of Communications continued its partnership with NBCUniversal News Group as part of the "NBCU Academy, a center for journalism excellence, features on campus and online training and development programming." The Department also began a new relationship with Nissan/Infiniti Driving Force Program which provided internships with stipends for 9 students for spring 2024.

The College of Health Sciences (COHS) has established an MOU with Milwaukee Area Technical College (MATC) for graduates of the MATC program to complete their undergraduate degrees at TSU. The COHS programs include Dental Hygiene (DHYG), Cardiorespiratory Care Sciences (CRCS), and Health Information Management (HIMA). For this reporting period, the MOU for DHYG has been established. The

CRCS and HIMA programs are still in process; it is anticipated that theirs will be established in AY24/25.

The College of Public Service Social Work faculty received two new grant awards this academic year. One Social Work program faculty member was awarded \$72,000 from the State of Tennessee Department of Health, Health Disparities Task Force, and was based on the National Initiative to Address COVID-19 Health Disparities. The Director of the C.A.R.E.S program received \$37,000 for the C.A.R.E.S program that focuses on issues associated with aging (TN earmarked funds). These funds are renewed each year based on the program remaining in good standing with the state.

GOAL 3. OBJECTIVE 2: ENHANCE COORDINATED EFFORTS INTERNALLY AND EXTERNALLY TO IMPROVE ENGAGEMENT WITH ALL STAKEHOLDERS.

	Performance Target	Results	Conclusion
Strategy 1: Recruit alumni donors.	2% annual increase in alumni donors	FY 24: \$6,303,541.46 (1,737 donors) FY 23: \$1,493,489.50 (2, 153 donors) 19.3% Decrease	Performance Target Not Met
Strategy 2: Cultivate a professional network to provide job shadowing, mentorship, and employment opportunities.	3% annual increase in the number of opportunities	<p>The Office of Alumni Relations used two initiatives to cultivate a professional network among alumni to provide job shadowing, mentorship, and employment opportunities: the Pre-Alumni Council Alumni Student Leadership retreat and “Alumni Talks” lecture series. Through the two initiatives the Office of Alumni Relations was able to pair alumni executives with students for the purpose of providing mentoring and networking opportunities, resume and career building workshops, and job placement, internships and fellowships. The participating alumni were from Caterpillar Financial, Procter & Gamble, LA Rams, Ralph Lauren and the Tennessee Titans.</p> <p>The Career Development Center spent the 2023 - 2024 academic year working to build a strong Alumni employer network to provide job shadowing,</p>	Performance Target Partially Met

mentorship, and employment opportunities which will be of great benefit to our students. Partnerships that were developed include Clear Water Paper, Deloitte, Federal Express, Thurgood Marshall College Fund, HCA Healthcare, Delta Airlines, Pepsico-Frito Lay, Regions Bank, Cintas, and Dollar General. Mentorship/Leadership Development Programs have been established with Deloitte, Federal Express and Thurgood Marshall College Fund. Each program expands the course of a full academic year.

One of the goals for the 2024-2025 academic year is to revamp the Student Motivational Task Force, which will consist of Alumni who work in talent acquisition roles with their perspective employers. Task Force members will go into the classroom and reiterate the importance of utilizing career services, do's and don'ts in the workplace, lessons learned from personal experiences and how to be successful in the workplace, as well as share employment opportunities with their respective employers.

GOAL 3. OBJECTIVE 3: DEVELOP PARTNERSHIPS WITH THE BUSINESS COMMUNITY TO ENHANCE OVERALL OPERATIONS OF THE UNIVERSITY AND THE PLACEMENT OF GRADUATES.

	Performance Target	Results	Conclusion
Strategy 1: Develop partnerships for career placements.	5% annual increase in partnership placement opportunities	During the 2023-2024 academic year, the Career Development Center provided numerous opportunities for students to engage with employers for employment opportunities. This would include Fall and Spring Career Fairs, Lunch and Learn Sessions and workshops. During Fall (2023) there were 242 employers and 166 during the Spring (2024). Six Lunch and Learn events were held, as well as 40 table-top sessions. Lunch and Learn events are opportunities during the lunch hour for employers to share employment opportunities and conduct career readiness	Performance Target Met Strategy Status: Completed

workshops. Table-Top events provide opportunities for employers to engage with students 1:1 in the campus center during peak hours of student traffic

The College of Liberal Arts reported 121 internships at 81 sites or 78 sites if the TSU offices are counted as one site.

The College of Agriculture students secured internships with 35 individual business, non-profits, universities, or partners.

In the College of Life and Physical Sciences a relationship with Meharry Medical College has been established to provide shadowing experiences for our students (Dr. Levi Watkins, Jr. Scholars) .

The College of Engineering recommended junior and senior students to conduct at least one internship before their graduation. The college has industrial corporate open day, career fair, and engineering weeks to provide connection between industrial partners and students for internship opportunity. For international students, it may be limited to get external internship due to visa requirement. These students are suggested to conduct either research intern with college faculty or service for college.

The College of Business focused on junior and senior students in all disciplines to attempt to secure a minimum of one internship opportunity prior to graduation. Several of our business and community partners have participated in both University and specifically College of Business events focused on internship and placement skills for all business students. In the most immediate year all students who qualified for an internship were able to secure one for at least a semester of academic credit. Because of the commitment of our advisory boards, we have had more internship availability than qualified students to fill

Strategy 2: Establish, expand, and sustain business partnerships/ relationships to secure internships.

2% annual increase

Performance Target Met

them. While not an ideal situation, it has motivated students to commit more fully to academic pursuits to secure an internship. Students completing an internship have played a critical role in promoting the value of an internship while still enrolled.

The Career Development Center seeks to obtain internship information from students. They are asked to share this information in the Banner system. For those students who wish to be spotlighted, they provide our office with the name of the employer with which they will be interning along with a professional headshot. Forty-five students were spotlighted during the 23-24 AY. This information is shared electronically with the campus community. Employers that have provided internship opportunities to our students include Bank of America, HCA Healthcare, Deloitte, Federal Express, AutoZone, Houston Independent Schools, TVA, Turner Construction, LG&E and KU Energy, and Enterprise Rent-A-Car. Graduating Seniors are asked to complete a survey around employment opportunities post-graduation (Academic Affairs). Additional information can be found in this document.

The establishment of PreK-12 and Higher Education advisory boards (mentioned under Goal 3, Objective 1, Strategy 1) supports the goal of securing internships for students. These advisory boards, consisting of external stakeholders from various organizations, can potentially help identify and facilitate internship opportunities for EDAD students. By fostering strong partnerships and maintaining open communication with advisory board members, EDAD can explore possibilities for internships within their organizations or through their professional networks. The advisory board meetings can serve as a platform to discuss the department's internship goals, share success stories, and brainstorm strategies to expand and sustain internship partnerships.

The College of Public Service has internships with a number of state and local agencies across our three

units. This past year we have placed interns in the Tennessee General Assembly, C.A.R.E.S, and several clinical internships for social work students that include the Selah Center, True Addition Center, Redemptions Global, and Chosen Care Nashville.

The College of Health Science currently has 452 active clinical affiliation agreements. These clinical affiliation agreements ensure that clinical programs (such as nursing, cardiorespiratory care, and physical therapy) can send their students to various sites for their clinical education experiences. During AY 2023-24, there were 76 new clinical affiliation agreements and four new MOUs for clinical internships. It is important to note that even though the number of active clinical affiliation agreements this year is less than last year, some agreements encompass multiple clinical sites throughout the state and region.

College of Engineering established, expanded and sustain business partnership with Boeing, Turner Construction, HCA, Lockheed Martin, increased 3% from last year

GOAL 3. OBJECTIVE 4: CULTIVATE A CLIMATE OF INTERDISCIPLINARY RESEARCH AND CREATIVE ACTIVITIES FOR ALL STAKEHOLDERS.

	Performance Target	Results	Conclusion
Strategy 1: Develop research and creative activities to increase faculty and staff proposal submissions.	2% increase in submissions	Strategy Status: Completed	Performance Target Met

The Office of Research and Sponsored received 219 grant submissions for FY23-24 totaling \$216,310,297.

The College of Life and Physical Sciences submitted 14 proposals this year.

College of Engineering faculty received 37 news and ongoing external research grants, with total amount of \$8M as PI or co-PIs. The active research faculty has increased to 32. The faculty published 38 articles and presented 30 conference papers. The faculty submitted 60 collaborative research proposals to security external research funding. Dr. Amir Shirkhodaie has been appointed as Navy Fellowship. The Endowed Fellowship is based on a fund of \$1,129,000 from the US Navy. Dr. Lin Li team bring \$2.25 million NSF Implementation Grant to help retention of freshmen in Engineering and Computer Science. FAA awarded \$0.5 Million to enhance aviation maintenance. US Air Force supported TSU to host the Aim High Flight Academy as the first HBCUs to host it. Dr. Sekmen received a \$1.25 M NSF grant to develop AI theory.

Strategy 2: Develop and increase the number of faculty research submissions within the colleges.

10% increase by 2025

Performance Target Met

The College of Liberal Arts only had one faculty member bring in new grant dollars as reported by Research & Sponsored Programs. This faculty member has previously brought in external grants, but this year, the grant funding did increase from \$153,451 to \$156,520.

The College of Business was required to review the Scholarly Academic (SA) status of all of our faculty for the AACSB review. The College reported that one hundred percent of our faculty was SA qualified. Our Peer Review Team did not agree with all our designations although they were allowable. As part of their requirements for reaccreditation our faculty Intellectual Contributions committee is in the process of classifying the categories of our research to better align with our College of Business mission statement.

In addition, the College has established the position of Director of Faculty Research and Development. The research advisor has been assigned several faculty members who need research assistance. This work will take place over the summer of 2024.

The College of Agriculture faculty submitted 98 proposals totaling \$56,878,224 for 2023-2024 academic year. The College received 68 total awards totaling \$30,148,796.35. During the 2022–2023-year, new competitive funding of \$36,919,792 was obtained by the College of Agriculture Faculty. College faculty submitted 109 proposals.

The College of Education faculty submitted a total of 107 of research proposals, the submissions by department are as follows: Educational Leadership (7) Teaching and Learning (15) and psychology (85)

The College of Health Sciences has three notable grant awards this year. The first is the Health Resources and Services Administration grant (PI: Dr. Wendelyn Inman) for \$483,400.00. The second is the Department of Education grant (Lead PI: Dr. Tina Smith) for \$108,000.00. The third is the Tennessee Department of Health interagency grant (PI: Dr. Elizabeth Brown) for \$304,510.00. The COHS has applied for and received extra- and intramural grant funding for smaller amounts.

The College of Public Service faculty submitted and administered 12 grants this academic year. Considering there are only 15 faculty members in the College including the Dean, this is an excellent accomplishment.

Our current search database software is captured in SPIN, which is the grant search tool provided by InfoEd. Our total number of users is currently 149 that performed searches, representing a 17% increase from

Performance Target Met

Strategy 3: Grow user participation in Search database software.

2% annual increase in enrollment

the prior year which includes TSU Faculty that represent 79% of grant submissions.

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
Strategy 1: Develop a plan to incentivize faculty and staff research productivity.	Completed by 2025	Strategy Status: Completed	Performance Target Met

GOAL 4. OBJECTIVE 2: GROW THE NUMBER OF COMPETITIVE SCHOLARSHIPS BY 10% PER ACADEMIC YEAR.

	Performance Target	Results	Conclusion
Strategy 1: Raise \$1.25 million in new scholarship dollars from alumni and \$2.5 million in new dollars from corporate and private entities.	Raise \$1.25 million from alumni and \$2.5 million from corporate and private entities by 2025	Strategy Status: Completed	Performance Target Met

GOAL 4. OBJECTIVE 3: ENHANCE THE RESEARCH OUTPUT OF PERSONNEL, PROGRAMS AND FACILITIES TO SUSTAIN R2 RESEARCH STATUS AND PURSUE R1 RESEARCH STATUS.

	Performance Target	Results	Conclusion
Strategy 1: Increase faculty satisfaction with research infrastructure to support faculty research productivity (professional	5% annual increase in faculty satisfaction within research infrastructure and support	Research administration leadership in the Division of Research and Sponsored Programs continues to maintain a satisfactory rating of research development support services provided to faculty and staff.	Performance Target Met

development, research facilities, and grant support services).		A qualitative assessment survey was performed by the Division of Research and Sponsored Programs to evaluate research development and support services provided to faculty and staff.	
Strategy 2: Develop research-based doctoral degrees.		<p>The College of Life and Physical Sciences did not create any new PhD programs this year. The Department of Chemistry is currently working to develop a PhD program in Chemistry.</p> <p>The College of Engineering enrolled 23 PhD candidates in PhD ENCS program. There were three (3) PhD graduates this academic year. The college provides strong support for faculty and PhD students.</p>	
	Increase the number of programs by two (2) by 2025	<p>The College of Business is very aware of the process to establish doctoral degrees within the AACSB and THEC process. As the College progresses with the number of research submissions and the quality of the publications, we will be able to entertain the idea of establishing a doctoral program. The College is also in the process of strengthening its graduate program to better accommodate a doctoral program.</p>	Performance Target Partially Met On-going
		<p>The College of Education is committed to developing, refining, and supporting research-based doctoral degrees through the Dissertation Bootcamp. The Bootcamp offers a structured monthly curriculum covering essential topics such as: - Conducting literature reviews - Crafting problem statements, purpose, significance, and research questions - Outlining chapters - Research design and methodology - Data collection and analysis - Writing conclusions and recommendations - Dissertation refinement and defense preparation.</p> <p>The Bootcamp is led by experienced faculty members who provide guidance and support throughout the doctoral students' research and writing process. Results: The ongoing Dissertation Bootcamp initiative is</p>	

designed to enhance the quality and rigor of research-based doctoral degrees in EDAD.

The College of Liberal Arts did not have a new research-based doctoral program this year.

The College of Public Service had one (1) Ph.D. graduate this academic year. In addition, the College had 126 undergraduate and graduate students graduate this academic year. This reflects the number of graduates in the two departments that make up the College of Public Service.

The College of Agriculture did not create a new research-based doctoral program this academic year.

The College of Health Sciences has completed the LON and NAPP for the PhD in Public Health program. As a next step, in the Spring the University presented new information to THEC as it relates to the PhD in Public Health. The Commission will deliberate on May 16, 2024.

In the 2023-2024 academic year, the Office of Research and Sponsored Programs received 47 mini seed grant applications, demonstrating a strong interest in research activities among faculty and staff.

Of the 47 applications received, the office awarded 46 mini seed grants to faculty and staff, indicating a high level of support for research endeavors. This marked a significant increase of 109% compared to the previous year.

Strategy 3: Offer university sponsored research grants to promote faculty research activity.

One (1) research grant annual increase

Performance Target Met

GOAL 5: PROMOTE, STRENGTHEN, AND SUSTAIN ACADEMIC EXCELLENCE IN TEACHING AND LEARNING

GOAL 5. OBJECTIVE 1: ATTRACT AND RETAIN TALENTED AND HIGHLY QUALIFIED FACULTY AND STAFF.

	Performance Target	Results	Conclusion
		Implementation 2021-2022	
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	HR did not hire a consultant to conduct a salary study due to limited funding. The faculty conducted its own compensation study, and the College of Agriculture completed a compensation review for extension employees. The faculty study has not been approved to implement at this time.	Performance Target Met

GOAL 5. OBJECTIVE 2: CREATE AND ENHANCE THE PROFESSIONAL DEVELOPMENT OF FACULTY AND STAFF THROUGH A COORDINATED APPROACH.

	Performance Target	Results	Conclusion
Strategy 1: Create a faculty development program.	Creation of a comprehensive sustainable faculty development program	Strategy Status: Completed	Performance Target Met
STRATEGY 2: Reinstate the annual teacher of the year award to recognize innovative teaching.	Recognition established	The Office of Academic Affairs communicated with Dr. Kenneth Chilton, Chair of the Faculty Senate’s Professional Development Committee. Criteria from the Faculty Handbook, including Procedure I-26.0, from the previous Teacher of the Year efforts were shared with the Committee. The committee drafted a revised process and procedure, which will need to either be replaced or be the basis for updating our current procedure. The plan is to reintroduce the Teacher of the Year in the Fall 2024 semester.	Performance Target Met Strategy Status: Completed

University Dashboard (Internal)	Baseline 2019-2020	Year 1 2020-2021	Year 2 2021-2022	Year 3 2022-2023	Year 4 2023-2024	Progress		2025 Goal
ENROLLMENT (Fall 2023)								
Total Enrollment	8081	7615	8077	9219	8198			10313
Undergraduate	5875	6000	6375	7678	6765			7498
Transfer Student	502	327	493	288	218			410
Online Undergraduate	157	400	885	541	281			500
Graduate Enrollment	2206	1615	1702	1541	1433			2815
Online graduate enrollment	256	461	390	377	371			575
RESEARCH AND DEVELOPMENT (FY 2022)								
Total Research Expenditures (FY22)	15,636,928	15,236,000	15,377,000	26,880,000	18,012,000			25,183,429
Total Research Salaries and Wages (FY22)	9,398,894	8,216,972	8,278,862	8,201,960	8,393,142			11,995,635
STUDENT SUCCESS								
First Year Retention Fall 2023	64%	64%	53%	62%	60%			78%
Four Year Graduation Rate (2019 cohort)	18%	20%	21%	22%	21%			26%
Six Year Graduation Rate (2017 cohort)	32%	27%	31%	33%	34%			41%
Degrees Awarded by fiscal year (2023)								
Total Degrees Awarded	1592	1492	1470	1272	1288			1957
Bachelors	1081	968	985	795	756			1380
Masters	336	354	303	368	374			429
Doctorates	75	94	88	63	79			96
STEM Discipline Graduates	218	236	267	274	205			278
New Graduate Programs (AY 2023)								
Masters	2	2	1	0	2			5
Doctorates	1	1	0	1	0			5
Number of graduating seniors who pursue Graduate school and professional degrees	76	144	185	174	154			100
FINANCIAL RESOURCES (FY 2022)								
State appropriations	45,552,833	49,127,338	54,886,375	53,001,100	59,264,609			64,800,000
Government grants and contracts	631,141	65,162,280	70,391,767	68,246,164	134,363,423			75,000,000
Private gifts, grants, and contracts	1,280,013	1,458,854	1,434,757	1,700,548	2,072,047			2,574,563
Investment Income	820,457	1,569,311	1,201,082	350,025	182,627			3,200,000
Value of Endowment Assets (End of Year)	61,064,388	61,551,259	63,020,117	63,520,117	92,159,036			77,935,353
FACULTY (2023)								
Faculty to student ratio	14:1	12:1	14:1	14:1	12:1			19:1
Full Time Faculty	320	366	337	353	374			368
Faculty Tenured	209	227	200	194	186			240
Faculty Tenured track	91	121	128	125	135			105
Full professor	102	108	97	106	100			117
Associate	100	116	107	103	106			115
Endowment / Chairs of Excellence	2	2	2	2	2			5
Staff FTE (2023)								
Staff FTE	1355	1207	1267	1295	1362			1400
RANKING AND RECOGNITION								
US News (HBCU Ranking) 2024	29	31	35	34	26			Top 5
US News (National Ranking) 2024	TBD	298-389	299-391	331-440	395-435			Top 200
College Affordability and Transparency (Net Price Change)*	7.51%	4.50%	11.00%	21%	4%			TBD
College Affordability and Transparency (Tuition & Fee Price Change)*	9.34%	21.20%	15.90%	2.50%	-7.50%			5%
Carnegie Classification 2023	R2	R2	R2	R2	R2			R1

*2024 Report (2023)

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

Green = Target Met
Yellow = Progress to Target
Red = Target not met/No Progress