

Tennessee State University Interim President Ronald Johnson's First 100 Day Action Plan

Introduction

Interim President Ronald A. Johnson has crafted a strategic 100-Day Action Plan to address immediate challenges and set Tennessee State University (TSU) on a path to long-term success. This plan, which commenced on July 8, 2024, focuses on stabilizing university operations, resolving critical issues, and aligning TSU with the strategic goals set by the Board of Trustees.

Central to this effort is the launch of the **Trajectory Change Initiative** (TCI), a year-long endeavor aimed at leadership transition, operational stabilization, and university transformation.

Objectives:

The 100-Day Plan centers around three key objectives to fulfill the responsibilities of the Interim President:

1. Operational Leadership:

- **Objective:** Ensure effective management of TSU's daily operations.
- **Actions:**
 - Review and improve operational processes.
 - Implement best practices across departments.
 - Strengthen internal communications for greater transparency and collaboration.

2. Issues Assessment & Resolution:

- **Objective:** Address and resolve critical issues impacting TSU's credibility and success.
- **Actions:**
 - Resolve outstanding audit findings.
 - Develop a financial stabilization strategy.
 - Foster a positive and inclusive campus culture.

3. Strategic Alignment:

- **Objective:** Align university activities with the Board’s strategic goals to and prepare for future leadership.
- **Actions:**
 - Develop a comprehensive enrollment strategy focused on student readiness and retention.
 - Strengthen relationships with stakeholders.
 - Launch key projects aligned with the Board’s vision for TSU’s future.

The TSU Trajectory Change Initiative (TCI):

The TCI is a key element of the First 100 Days Plan and serves as a broader, year-long strategy to drive lasting change at TSU. The initiative focuses on:

- **Leadership Transitions:** Preparing TSU for new leadership by stabilizing current operations and setting a clear direction for the future.
- **Operational Stabilization & Performance:** Ensuring all university functions are optimized for efficiency and effectiveness, creating a solid foundation for sustained growth.
- **University Transformation:** Implementing strategic changes to position TSU as a *Future-Ready* institution capable of meeting the challenges of the coming decade.

First 100 Days Timeline:

- **First 30 Days (July 8 - August 7, 2024):**
- **Operational Review:** Conduct a comprehensive review of university operations to identify areas for immediate improvement.
 - **Audit Resolution:**** Begin addressing and resolving outstanding audit findings in coordination with finance and compliance teams.
 - **TCI Launch:** Initiate the Trajectory Change Initiative, focusing on stabilizing key operational areas and setting the groundwork for leadership transition.
 - **Stakeholder Engagement:** Begin outreach to internal and external stakeholders to build support for the TCI and the broader 100-Day Plan.
- **Next 30 Days (August 8 - September 7, 2024):**
 - **Financial Stabilization:** Develop and implement ongoing strategies to address financial challenges and optimize resource allocation.
 - **Cultural Initiatives:** Launch efforts to promote a positive and inclusive campus culture, including diversity and student well-being initiatives.

- **Strategic Projects:** Begin rolling out key projects that align with the Board’s vision for TSU’s future, ensuring all activities are strategically aligned with long-term goals.
- **Stakeholder Engagement Continuation:** Deepen engagement with stakeholders, gathering feedback and adjusting strategies as needed.
- **Final 40 Days (September 8 - October 16, 2024):**
 - **Operational Improvements:** continue the implementation of operational improvements identified in the first 30 days.
 - **TCI Progress:** Continue advancing the TCI, focusing on the university’s transformation and preparing for new leadership.
 - **Future-Ready Positioning:** Begin positioning TSU as a future-ready institution by implementing strategic changes and ensuring all initiatives align with long-term objectives.

Key Takeaways:

The **Interim President's First 100 Day Plan** and the **Trajectory Change Initiative (TCI)** are both strategic efforts initiated by the Interim President, Ronald A. Johnson, but they serve different purposes and timelines:

1. First 100 Day Plan:

- **Purpose:** This is a short-term, immediate action plan designed to address critical issues, establish a clear direction for the university, and set the foundation for longer-term initiatives. It focuses on quick wins and essential actions that need to be taken within the first 100 days of the Interim President’s tenure.
- **Timeline:** It began on July 8th and will be completed within the first 100 days of Johnson's term.
- **Scope:** The First 100 Day Plan is about quickly assessing the current situation, stabilizing operations, and implementing urgent changes to ensure the university's immediate needs are met.

2. Trajectory Change Initiative (TCI):

- **Purpose:** The TCI is a longer-term, comprehensive strategy aimed at fundamentally transforming TSU over a year. It focuses on three core areas: leadership transition, operational stabilization and performance, and university transformation.

- **Timeline:** This initiative spans an entire year and goes beyond the First 100 Days, laying the groundwork for sustainable change and preparing the university for future leadership.
- **Scope:** The TCI addresses deeper, more systemic issues and is designed to position TSU as a "Future-Ready" institution, ready to meet the challenges of the next decade and beyond.

Conclusion:

The First 100 Days Action Plan is an immediate, tactical approach to stabilize and set a direction, while the TCI is a broader, strategic effort to drive ongoing, long-term transformation and growth at TSU. This plan sets the foundation for TSU's journey toward becoming a Future-Ready institution, poised to meet the challenges of the next decade and beyond.