



TBR Strategic Plan 2010 - 2015

Key Priority: Resourcefulness & Efficiency

The major sources of revenue for TBR institutions are state appropriations and student tuition and fees. With the financial pressures facing Tennessee, increases in state funding over the next five years are unlikely. On the other hand, increases in student tuition and fees are possible; however, if increases in tuition and fees are not accompanied by increases in alternate revenue enhancements coupled with effective deployment of resources, the ability of TBR institutions to sustain quality and access for all students may be limited.

As a result, achieving our vision will require additional financial resources that can be provided through:

- an increase in administrative, instructional, and operational efficiencies;
- an emphasis on private fund-raising to support achievement of institutional missions;
- development of financial support from external sources, such as federal, state, and local governments, foundations, and corporations.

A major point of focus must be to identify financial resources that can be used for need-based aid for students who cannot afford the rising cost but are not eligible for achievement-based financial aid. Decisions leading to increasing tuition must include addressing the basic financial needs of these students.

Resourcefulness & Efficiency Goals

- 1) The TBR system and its institutions will address fiscal constraints through multiple approaches such as by being resourceful in the prudent management of resources, development of other sources of support, and the pursuit of entrepreneurial initiatives.
- 2) The TBR system and its institutions will also address fiscal constraints through efficiency through such means as developing and adopting best practices, pursuing collaboration among institutions to achieve savings through elimination of unnecessary duplication and removing obstacles to competitiveness.