

**2010-2015 Strategic Planning  
SWOT Analysis Committee Meeting Minutes  
Tuesday, August 11, 2009 at 1:00 PM**

**In attendance:** Chancellor Charles Manning, Regent Agenia Clark, President Timothy Hall, President Warren Nichols, Russ Deaton, Jack Armistead, Rosie Bingham, Jack Sanders, Ted Washington, William Arnold, Larry Burris, Karen Siska, George Malo, Greg Schutz, Odell Fearn, Ron Kesterson, Lisa Rogers, William Duncan, Donna Price, John Townsend, Randy Schulte.

- 1) **Welcome:** George Malo opened the meeting at 1:00 PM CDT and welcomed the committee members and extended Vice Chancellor Paula Myrick Short's support and appreciation for the work of the Committee.
  - a) Dr. Malo distributed the meeting agenda and gave an introductory presentation of the purposes of the Strategic Planning process both at the Board and institution level.
  - b) Dr. Malo explained that a Strategic Planning Oversight Committee will direct the system strategic planning process and the role of the SWOT Analysis Committee is to provide information and data for the use by the Oversight Committee. The Oversight Committee will establish key priorities that will inform both the system and individual campus strategic plans.
  - c) He then reviewed the Strategic Planning Timeline noting these timeframes:
    - i) Work of the SWOT Analysis Committee is to be completed by September 30, 2009;
    - ii) System Strategic Planning is to be completed in November 2009;
    - iii) Campus plans are to be developed between November and May 2010;
    - iv) Action on the system and campus strategic plans by the Board will be in June 2010.
- 2) **Chancellor Manning:** comments
  - a) Dr. Manning underscored the importance of the strategic planning process as a foundation of focus for the future. He commented on the challenge of fulfilling our mission of providing educational opportunity to more students in light of fiscal restraints.
  - b) Dr. Manning also noted that we should think of this process in terms of developing a Tennessee Plan for Higher Education with reasonable goals in terms of resources. He expressed his appreciation to the Committee for its dedication and work.
- 3) **Regent Clark:** comments
  - a) Regent Clark expressed her gratitude for the opportunity to attend this meeting and her appreciation for the work of the Committee
  - b) Regent Clark stated that she is results-oriented and that the Oversight Committee will utilize the outcomes of the SWOT analysis directly.
- 4) **Presentation:** by Russ Deaton, Director of Finance Policy at THEC, entitled "Tennessee Higher Education and Making Opportunity Affordable"
  - a) Dr. Deaton explained that along with David Wright of THEC, he has been working with the National Center for Higher Education Management Systems (NCHEMS) on a policy audit of higher education in Tennessee. In part, this project is directed toward securing a

Lumina Foundation grant for making higher education opportunities more accessible to Tennesseans.

- b) Dr. Deaton’s presentation highlighted the findings of the study, which was also presented as a handout. These findings will also inform the THEC plan for 2010-15 and may be useful to the TBR in its planning process.
- c) Discussion followed during which the question of whether the work of the SWOT Analysis Committee was expected to tie in directly to the THEC plan. It was explained that such was not the expectation, but rather that the SWOT committee should consider the NCHEMS report and THEC plan in terms of identifying possible strengths, weaknesses, opportunities and threats. TBR will work in concert with THEC as the System, Institutional, and the Tennessee Higher Education plans are developed. THEC does have representation on both the SWOT and Oversight Committee to help further coordination. Further discussion and questions about the data presented in the NCHEMS report were fielded and responded to by Dr. Deaton.

5) **Review of the SWOT Website:** <http://sp.tbr.edu> by George Malo

- a) Dr. Malo explained that this website is intended for the active, functional use of the SWOT Analysis Committee. This website will be updated with requested data and reports by the SWOT Analysis the sub-groups throughout the strategic planning process.
- b) On the website, five categories are listed: Enrollment, Persistence, External Influences, Affordability and Quality. These will be addressed by four sub-groups as follows:
  - i) Affordability
  - ii) Enrollment/Persistence
  - iii) External Influences
  - iv) Quality
- c) Behind each of the graphs on the homepage are charts with more in-depth data that are accessed by clicking on each chart. These were demonstrated to the group.
- d) There is also a SWOT chart that is available to the sub-groups for input. It was noted that it may be best to download this chart to Word and save it on the desktop for input.
- e) Committee members were encouraged to request or suggest other data sources. These will be compiled and added to the website regularly.

6) **Formation of sub-groups:** The four sub-groups were populated by volunteers with the following membership (first person listed is the sub-group’s chair):

AFFORDABILITY	ENROLLMENT/ PERSISTENCE	EXTERNAL INFLUENCES	QUALITY
William Arnold	President Hall	Ted Washington	President Nichols
Donna Price	Ron Kesterson	Rosie Bingham	Larry Burris
Bill Duncan	Odell Fearn	Greg Schutz	Jack Sanders
Lisa Rogers	Karen Siska	Carol Puryear	John Townsend
	Jack Armistead		

- a) Sub-groups met separately then reconvened at 2:40 PM
- b) Dr. Malo requested that an initial analysis from each sub-group be submitted either on the SWOT chart or as a word document (list or outline form) by Tuesday, August 25, 2009.

This analysis is not intended to be the final analysis, but rather a first pass at strengths, weaknesses, opportunities, and threats.

- c) Committee members were given the address of the SWOT Analysis Committee distribution list: [SPSWOT@tbr.edu](mailto:SPSWOT@tbr.edu)

- 7) **Adjournment:** There being no further business, the meeting adjourned at 3:00 PM.