



# Enhancing Value for Tennessee: The 2025-2035 Strategic Higher Education Master Plan

Tennessee College Association | March 3, 2026



# Guiding Principles

Core beliefs that guide the higher education community toward continuous improvement.

<b>Ambitious</b>	<b>Collaborative</b>	<b>Consistent</b>	<b>Innovative</b>	<b>Student-Centered</b>	<b>Understandable</b>
Set the national standard for higher education by pursuing excellence, bold goals, and transformative outcomes.	Foster partnerships to build consensus and solve problems.	Maintain commitment, fulfill responsibilities, and be reliable for students and families, partners, institutions, and the State.	Embrace forward-thinking, original solutions to address challenges.	Prioritize the needs, aspirations, and success of learners.	Make the system accessible through clear communication and streamlined processes to reduce barriers.





# THEC's Vision

*THEC's vision is to cultivate a cohesive higher education enterprise which fosters innovative solutions to ensure student success, build strong communities, and improve the lives of Tennesseans.*



# TENNESSEE HIGHER EDUCATION MASTER PLAN 2025 - 2035



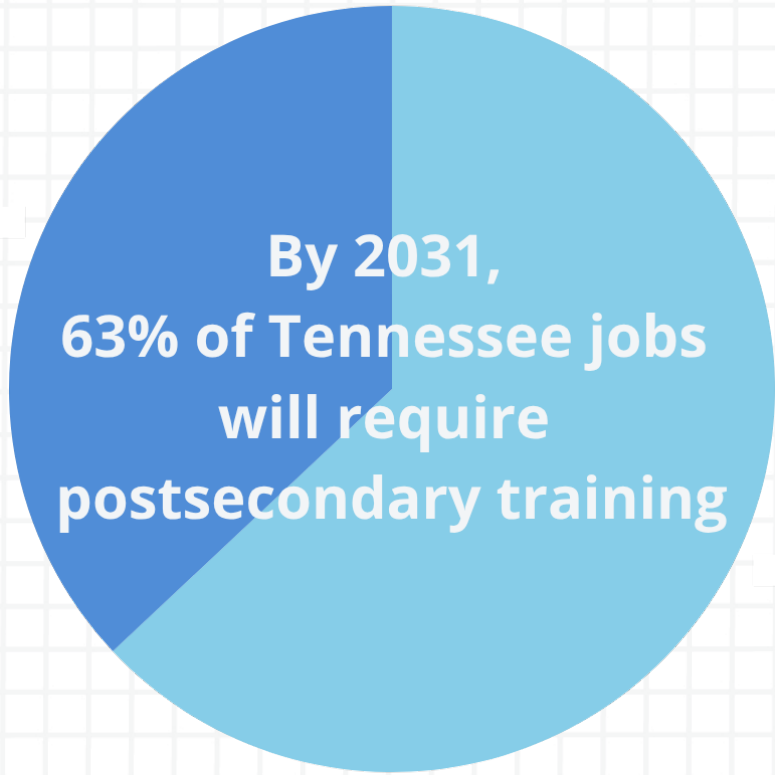


# Building on a Strong Foundation

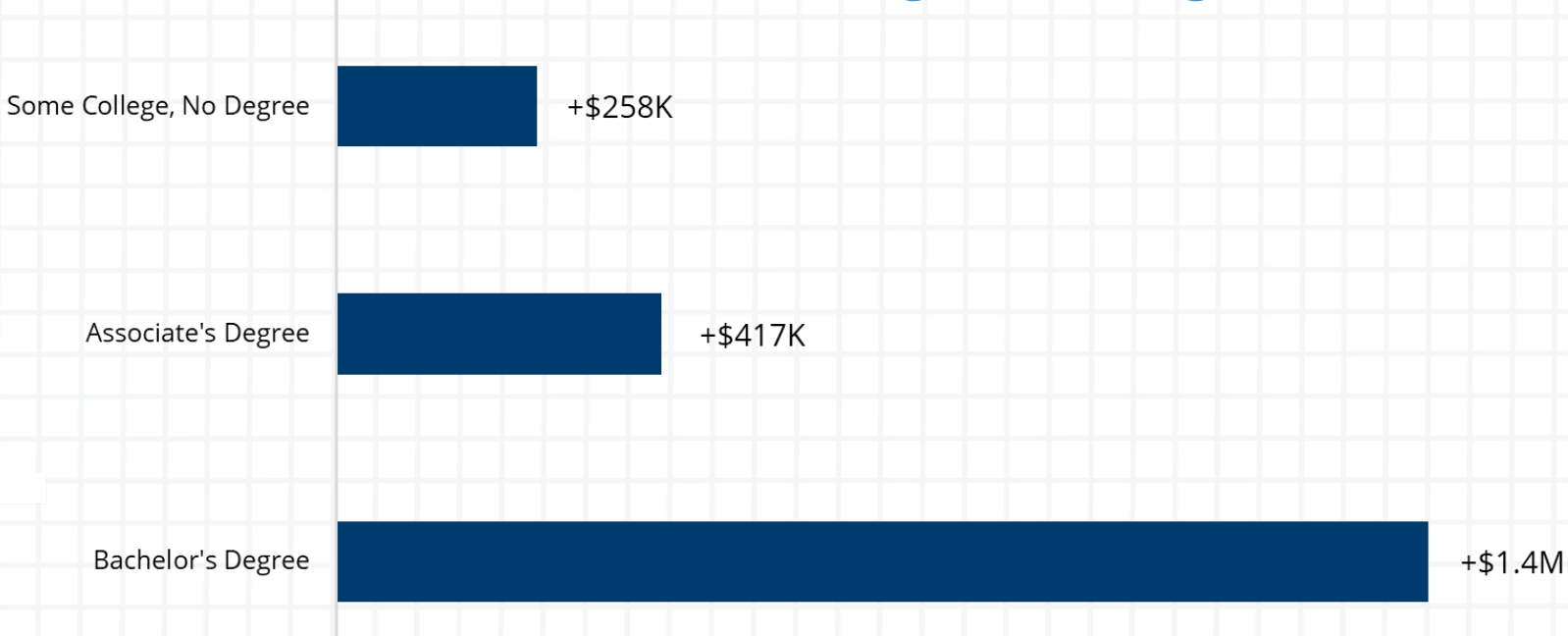
- Complete College Tennessee Act
- Tennessee Promise and Reconnect
- Drive to 55
- FOCUS Act



# Enhancing Value for Tennessee



Tennessee lifetime earnings over HS graduates



Georgetown CEW, After Everything: Projections of Jobs, Education, and Training Requirements through 2031

Carruthers, C. (2023, June 15). The Value of College in Tennessee  
Note: Author's calculations using the 2021 American Community Survey, limited to 18-64 year-olds working full-time in the previous year.





# Master Plan's Vision

*Ensure that every Tennessean can earn a credential that leads to lifelong success and a stronger Tennessee.*



# Our Cornerstones for the Plan

***ALIGNED***

***ACHIEVABLE***

***AGILE***





**AGILE**

**Improve the agility of the higher education system by fostering a coordinated, data-informed environment that proactively generates innovative approaches to evolving challenges.**



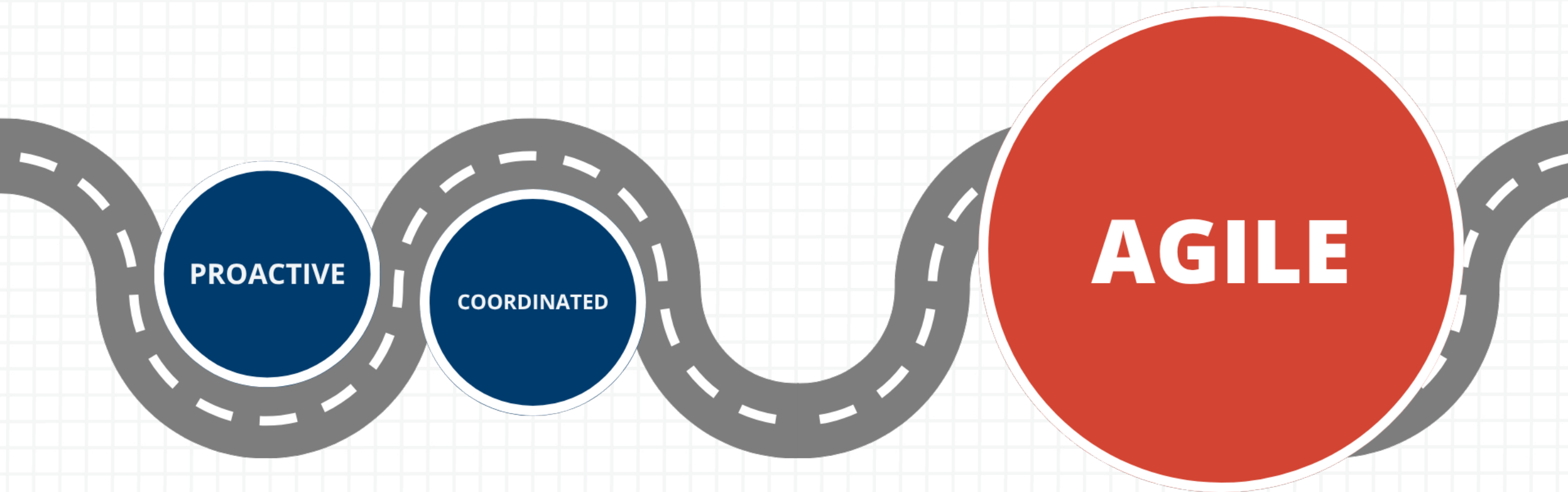


PROACTIVE

AGILE

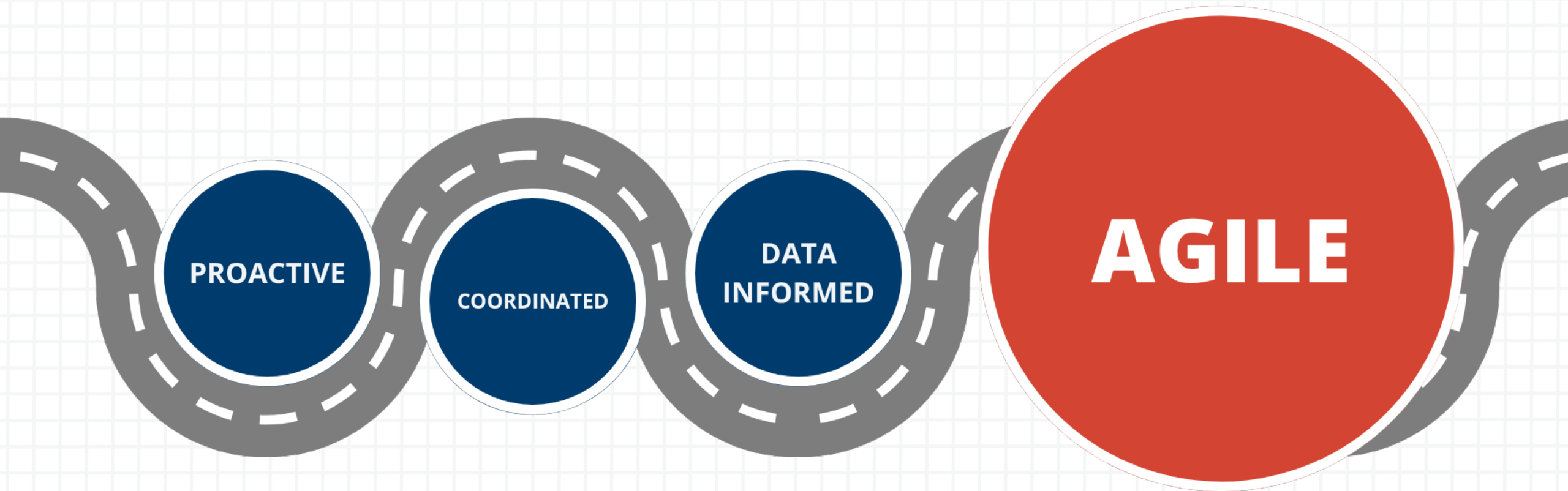
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A graphic featuring a wavy road with a dashed center line, rendered in a dark gray color. The road curves across the frame. On the right side, a solid blue circle with a white border is superimposed over the road. Inside this circle, the word "ACHIEVABLE" is written in white, bold, uppercase letters.

**ACHIEVABLE**

**Make the higher education system achievable for all  
Tennesseans by making it accessible, affordable, and supported.**





ACCESSIBLE

ACHIEVABLE

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Tennesseans by making it accessible, affordable, and supported.**





ACCESSIBLE

AFFORDABLE

**ACHIEVABLE**

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ACCESSIBLE

AFFORDABLE

SUPPORTED

**ACHIEVABLE**

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**ALIGNED**

**Strengthen alignment within the higher education enterprise and across the education to workforce continuum to maximize efficiency, continuity, and meaning for Tennesseans.**



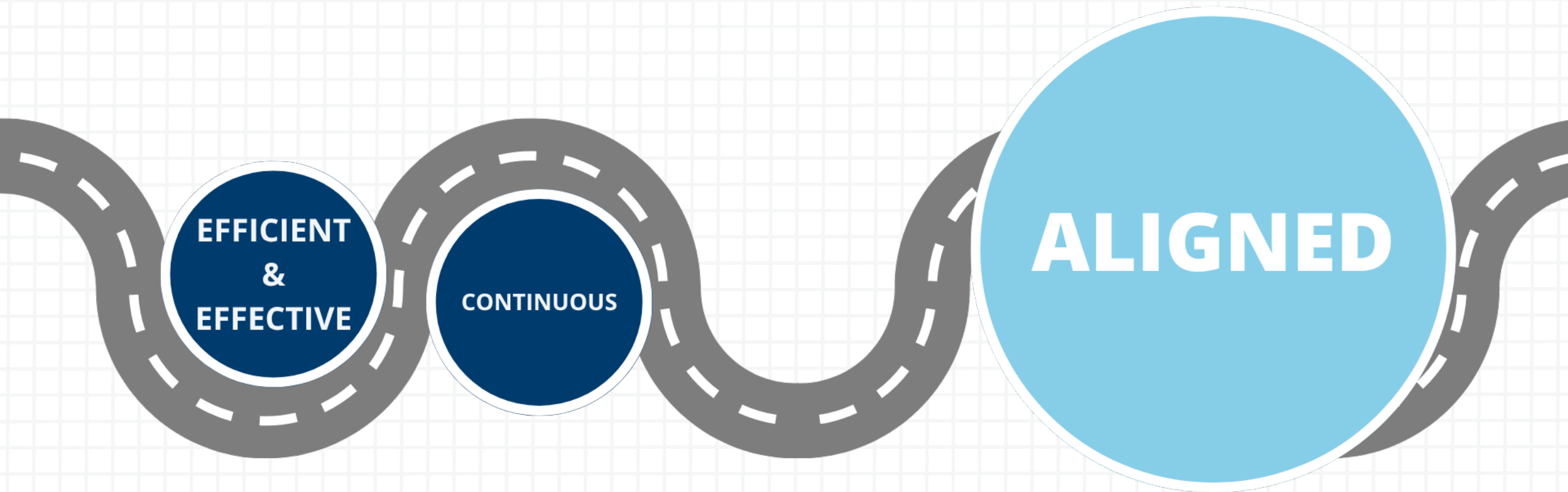


EFFICIENT  
&  
EFFECTIVE

**ALIGNED**

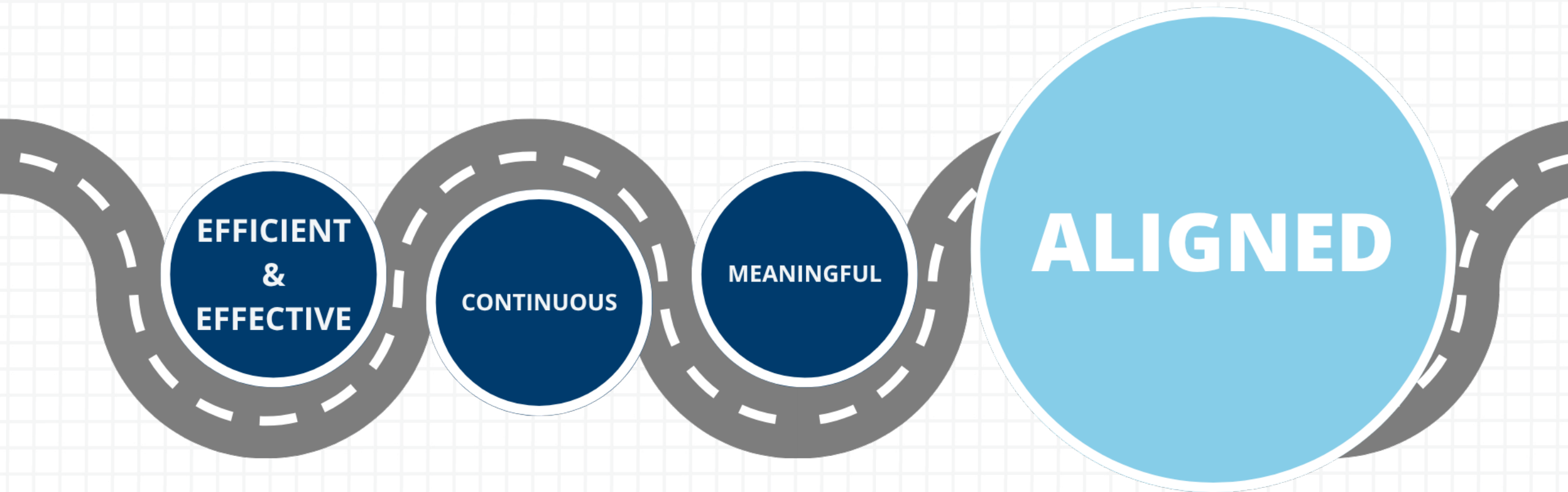
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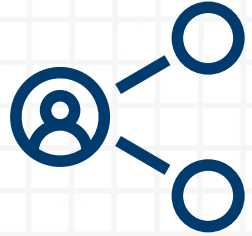




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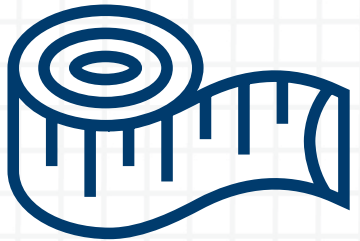
# Next Steps



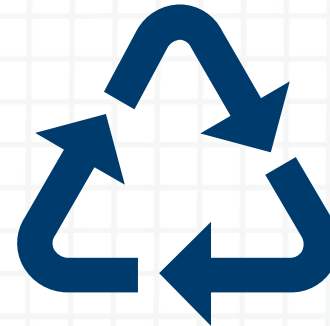
Disseminate the Plan



Apply the Plan



Measure Progress



Assess & Iterate





# Tennessee's Statewide Master Plan

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