
The University of Tennessee

INTEGRATED STRATEGIC PLAN

The University of Tennessee, Knoxville

The University of Tennessee at Chattanooga

The University of Tennessee at Martin

The University of Tennessee Health Science Center

The University of Tennessee Institute of Agriculture

The University of Tennessee Institute for Public Service

The University of Tennessee Space Institute



Website: www.tennessee.edu (Select "**Academic Affairs**" from **Departments** menu on the left, and "**Strategic Plans and Mission Statements**" from **Strategic Planning** menu on the left.)

As a land-grant university, the University of Tennessee takes its state-wide mission seriously. Every day the University of Tennessee is making a difference in the lives of Tennesseans and beyond. We reach out to more than 47,000 students in our classrooms, connect with citizens in every county through our extension programs, assist local and state governments in the delivery of services, enrich the quality of life through comprehensive healthcare strategies, and create new knowledge that provides solutions for tomorrow's problems.



Acting President Simek

Despite these times of economic challenges, our vision remains strong and our efforts are focused on delivering the high-quality teaching, research, outreach, and economic development programming expected from the University of Tennessee. We continue to actively pursue the goals set in our Strategic Plan and we are achieving results. We have expanded the delivery of on-line courses to provide greater access, developed financial aid programs that enable students to enroll at our campuses who may not be financially able to attend otherwise, and increased our collaboration with the Oak Ridge National Laboratory resulting in quantum leaps in the computational sciences. While our list of achievements is long, we are not done yet.

Our strategic plan provides the roadmap for allocating available resources to achieve the results we seek in three key areas: Student Access and Success, Research and Economic Development, and Outreach and Globalization. The plan is intentionally dynamic in its nature and encourages continuous involvement and assessment of where we are and where we are headed. The on-going engagement of strategic thinkers is the key to the University of Tennessee's long-term success and I am committed to providing the leadership to ensure the university is visionary in its thinking, engaged in defining its future, and committed to achieving excellence.

This is an exciting time for the University of Tennessee. We have quality faculty and staff leading the way and contributing daily to our mission. Our spirits are high, our vision is clear, and our plan is strong. Together we will accomplish great things.

Dr. Jan Simek
Acting President

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THE UNIVERSITY OF TENNESSEE MISSION STATEMENT

The University of Tennessee serves the people of Tennessee and beyond through:

- providing access to and success in undergraduate, graduate, and professional education;
- pursuing research and scholarly achievement and its associated economic development; and
- ensuring educational outreach and ensuring preparedness for the global marketplace.

Adopted by the University of Tennessee Board of Trustees June 21, 2006

THE UNIVERSITY OF TENNESSEE INTEGRATED STRATEGIC PLAN

OVERVIEW

In June 2006, the University of Tennessee launched a new strategic plan – *A Spirit. A Vision. A Plan.* Bold in its vision and focused in its outcome, the three overarching goals established in the 2006 plan provide the cornerstone of the University of Tennessee Integrated Strategic Plan – a collaborative effort that recognizes and aligns the unique strengths of each campus and institute toward the achievement of these goals. Together, we are ready to meet the challenges of today and deliver on meeting the needs of the future.

The University of Tennessee's mission as a land-grant university encompasses a broad range of responsibilities and commitments to the state and its citizens. Our vision and planning efforts focus on fulfilling this mandate through:

- Providing a comprehensive offering of academic and professional programs for baccalaureate, master's and doctoral students.
- Making our campuses accessible to a diverse group of students.
- Developing and applying research and technology to solve current and future problems across the nation and around the world.
- Improving human health through education, research, clinical care and public service.
- Contributing to the economic development of the state, region, and nation.
- Developing the next generation of leaders in industry, government, education, the arts, and public service.

The University of Tennessee strategic plan supports this broad-based teaching, research, and outreach mission and encompasses three major focus areas: Student Access and Success, Research and Economic Development, and Outreach and Globalization. Developed with input from the leadership of each campus and institute, these three major areas of emphasis link UT's campuses and institutes in a collaborative, system-wide, integrated strategic planning process. Each campus and institute has implemented strategic plans that align with the system strategic plan and, accordingly, incorporates strategies that contribute to fulfilling our collective mission.

STRATEGIC PLAN FOCUS AREAS

STUDENT ACCESS AND SUCCESS

Tennessee and the nation need more college-educated citizens to provide the workforce for the 21st century. Tennessee lags behind the nation in the percentage of adults with college degrees because of lower numbers pursuing college education and lower rates of graduation among those who enter college. Each campus of the university must improve the breadth and depth of its applicant pool by working more effectively with Tennessee's P-12 educational system and must offer attractive options to students to provide the broadest possible access to applicants from Tennessee and beyond. Each campus must increase the number of students pursuing college degrees and enhance graduation rates through improving services and interventions and curricular and co-curricular environments.

Student Access Goals

- Expand dual enrollment credit offerings.
- Improve articulation within the UT System and within Tennessee.
- Improve accessibility to UT's programs through online courses.
- Develop more collaboration with the Tennessee P-16 system.

Student Success Goals

- Establish an enrollment management program to increase retention and graduation rates and to address critical needs of the state.
- Increase flexibility in course scheduling and pricing to meet needs of students.
- Reform curriculum to enhance learning and retention.
- Emphasize and reward outstanding teaching and learning.
- Use student success centers to enhance student retention and graduation rates.
- Expand library/learning resources availability through a system-wide consortium.
- Expand dual enrollment credit offerings.

RESEARCH AND ECONOMIC DEVELOPMENT

Research and scholarly activity are products of inquiry and creativity and should be expected of all of the university's full-time faculty members. To enhance regional and national competitiveness, faculty members are expected to compete successfully for external research funding. As a public land-grant university, the University of Tennessee must be a driver for economic development in Tennessee. Products of research and scholarly activity should result in resources for economic development in Tennessee and beyond.

Research Goals

- Provide optimal environment for faculty members to achieve high levels of scholarship and be recognized for its contributions.
- Develop research capabilities that will promote and support regional and national partnerships leading to large program grants and contracts.
- Provide competitive stipends and learning opportunities for graduate students and post-doctoral fellows and improve accessibility to UT's programs through online courses.
- Provide leadership in state, regional, and national initiatives.

Economic Development Goals

- Coordinate system-wide economic development priorities.
- Develop improved partnerships with regional economic-development service providers.

OUTREACH AND GLOBALIZATION

Our land-grant mission establishes the expectation that the university will address societal, economic, and environmental issues that affect the lives and well-being of citizens of Tennessee and beyond. Engagement of the university with the state's citizens, communities, counties, and regions occurs through a variety of outreach programs and is expected of each academic unit of the university. In the 21st century, it is also essential for our students and citizens to understand how our economy and quality of life are influenced by the global economy and marketplace.

Outreach Goals

- Increase awareness of outreach activities among all elected officials.
- Increase impact from outreach activities to \$1 billion annually.
- Emphasize and reward outstanding outreach activities.

Globalization Goals

- Develop system-wide priorities for globalization activities.
- Expand international staff/faculty/student exchange programs.
- Demonstrate the benefits of globalization activities to key stakeholders.

ENABLING INFRASTRUCTURE

The university must be effective in acquiring resources and must use those resources efficiently to accomplish its mission. The university's most important resource is its employees; and, through an empowered organization these employees have an opportunity to excel in their various roles. The university's administrators must ensure its units have the needed fiscal and physical resources to accomplish their specific missions, and the needs and accomplishments of its units and programs must be communicated effectively and consistently within the university and to the public.

Enabling Infrastructure Goals

- Define administrative functions clearly for system and campuses/institutes.
- Implement system-wide awards and recognition programs.
- Implement a single student-information-system software package for UT campuses and institutes.
- Adopt system-wide standards and information systems for IT operations.
- Implement a state-wide optical network to connect higher education campuses and institutes.

- Increase faculty and staff total compensation to improve recruitment and retention of quality employees.
- Improve diversity among UT's faculty and staff.
- Support continuous employee development programs to enhance skills and knowledge.
- Incorporate succession planning in personnel development programs.

THE UNIVERSITY OF TENNESSEE CAMPUS AND INSTITUTE MISSION STATEMENTS AND OVERVIEW OF STRATEGIC PLANS

INTRODUCTION

The university's mission is achieved through the collective activities of the university's campuses and institutes, all of which have their own mission statements and strategic plans that align with the system-wide mission. This integration of effort places the university on a path to success through the focused use of resources toward a common goal.

THE UNIVERSITY OF TENNESSEE, KNOXVILLE

MISSION

As the state's flagship comprehensive research institution, UT Knoxville's primary purpose is to move forward the frontiers of human knowledge and enrich and elevate society. The mission of the University of Tennessee, Knoxville, is to:

- Advance the community of learning by engaging in scientific research, humanistic scholarship, and artistic creation;
- Provide a high quality educational experience to undergraduate students in a diverse learning environment – promoting the values and institutions of democracy that prepare students to lead lives of personal integrity and civic responsibility in a global society;
- Prepare the next generations of skilled and ethical professionals by providing excellent graduate and professional education that prepares graduates to compete in a diverse world market;
- Promote a campus environment that welcomes and honors women and men of all races, creeds, and cultures and an atmosphere that values intellectual curiosity, pursuit of knowledge, and academic freedom and integrity;
- Conduct research, teaching, and outreach to improve human and animal medicine and health; contribute to improving the quality of life; increasing agricultural productivity; protecting the environment; promoting the well-being of families; and conserving natural resources;
- Offer a wide variety of off-campus educational and training programs, including the use of information technologies, to individual and groups;
- Partner with communities to provide educational, technical, and cultural support to increase the livability of those communities;
- Partner with industry and government to improve the quality of the workplace and to serve as an engine for economic and cultural development.

STRATEGIC PLAN OVERVIEW (NOTE: The Knoxville Campus is in the process of updating its current plan and a draft of the new plan is provided below.)

Achieving Greatness is based on the guiding principles of accessibility, quality and excellence and diversity and inclusiveness and is focused on excelling in six priority areas:

1. Accessibility

- Promote racial, ethnic and socioeconomic diversity in student backgrounds.
- Increase out-of-state and international enrollments.
- Admit "more qualified" students.
- Continue and enhance Promise & Pledge programs & Provost's Student Access to Knoxville Initiative (SAKI).
- Continue activities of UT LEAD program.
- Recognize and develop contributions of graduate students.
 - Projected Increase of 2,000 graduate students.
 - Graduate School to become central coordinator of graduate recruitment.
 - Replace lecturer positions with graduate teaching assistantships (2 GTA's per every full-time lecturer).
 - Increase endowments to boost graduate stipends.
 - Provide Multi-year Support Packages and Dissertation Year Fellowships.
- Explore the market for an online degree completion program.
- Create the position of Vice Chancellor for Diversity to implement goals listed above.

2. Success

- Build a Culture of Student Success.
 - Increase freshmen and sophomore retention rate to 90 percent within ten years and increase six-year graduation rate from 60-70 percent.
 - Structure curriculum and central academic programs in a way that facilitates the movement through the university to graduation.
 - Increase participation in one-credit seminars from 60 percent to 85 percent.
 - Create large-enrollment three credit interdisciplinary courses taught by prominent faculty.
 - Adopt the model of hiring professional advisors so that each student will have a regular advisor.
 - Orientation and Welcome Week will carry a sustained message of UT's expectations for academic success and realistic expectations of both the amount and quality of academic work expected.
 - Promote the importance of teaching by creating a culture that proclaims clearly the centrality of teaching excellence to the university's mission.
- Search for new ways to evaluate teaching - implement teaching portfolios.
- Fund and support the activities of the Tennessee Teaching and Learning Center.
 - Improve and increase student access to intramural fields and green spaces.
- Currently, square foot per student terms is the lowest among UT peers and among the lowest levels for any school in the country.
 - Increase base rental rate of residence hall living to build new facilities and upgrade current offerings.
 - Increase professor/student interaction.
- Create a faculty apartment/office in each residence hall.
 - Replace Carolyn Brown University Center within ten years.

- Build new student facilities for student counseling, career, disability and health services.
- Increase the staffing levels of these units to meet Tennessee Higher Education Commission (THEC) peer institution levels.
 - Expand the staff of the Office of Minority Student Affairs to address the needs of a growing population of Hispanic students and continue serving African-American students.
- Create a Culture of Graduate Student Success.
 - Encourage timely completion of degrees.
 - Distribute resources to graduate programs based upon departmental graduation rates, time to degree completion rates, and placement successes.
 - Develop mentoring and professional development by placing all graduate student offices near the offices of their advisors.
- Build a Culture of Staff and Faculty Satisfaction.
 - Provide seed money for the Campus Climate subcommittee to provide incentive grants and Chancellor's awards to faculty and staff engaged in improving working conditions on campus.
 - Continue Provost Lunches with newly hired professors.
 - Continue Provost's junior faculty fellows program.
 - Support Chancellor's Professors - a select group of the university's finest full professors.
 - Campus Climate committee will pursue providing and promoting cheaper mass transit alternatives for employees to reduce commuting costs to move to a four-day work week to reduce transportation costs.
 - Create a new university advancement and communications model, marked by a centralized coordination of development activities and media services, to communicate with staff and faculty.

3. Research

- Invest strategically in both established and potential areas of research excellence in order to double our research and creative activities in ten years to move toward the level of AAU public universities.
- Facilitate the application for, and management of, grants and fellowships across all disciplines.
- All departments will reward research successes.
- Regular reporting to the university and general public on research activities and successes
- Invest in infrastructure.
 - Development efforts will target donors who have the ability to fund research buildings.
- Aim for the creation of 50 new endowed professorships in the next decade to ensure the attraction and retention of the world's finest scholars.
- Emphasize and support interdisciplinary research by employing recurring one-time funds to specifically support interdisciplinary research, scholarship and creativity.
 - Funded proposals will have clearly-stated themes and measurable benchmarks
 - Funded proposals will have five years to become self-supporting.
 - Provost and Deans will explore current evaluation procedures and eliminate regulations which discourage or penalize interdisciplinary research.

- Encourage research success by graduate students by encouraging the publication of research and supporting external funding.
 - Aim of doubling external funding for graduate students, to double graduate student publications and presentations and to double the number of post-docs over the next decade.
 - REU@UT program (Research Experiences for Undergraduates at UT) will establish web-based clearinghouse to match professors needing research assistance to undergraduate students who seek such opportunities to further contribute overall research priority.
4. Economic Development
- Improve the public's knowledge of the university's economic contributions to the state and the nation.
 - Appoint a Director of Engagement who will be responsible for collecting information and reporting the contributions of the university to the state.
5. Outreach
- Coordinate the university's multiple efforts at outreach and public service by charging the Director of Engagement with collecting, collating and disseminating more effectively the university's impressive outreach and engagement activities.
 - Invest in a small centralized office of two employees to accomplish this.
 - Incorporate a service element to REU@UT program.
 - Include continuing education in an effort to increase university outreach and engagement.
6. Globalization
- Continued support of the Ready for the World program.
 - Create an undergraduate certificate in global and intercultural competency awarded based on a combination of study abroad, coursework and attendance at co-curricular events.
 - Bolster area studies programs.
 - Open a one-time funding competition for selected area studies programs.
 - Consider creation of a School or College of Global and Intercultural Studies.
 - Pursue a coordinated, intentional plan for the recruitment of more international undergraduate and graduate students.
 - Develop joint degree programs with institutions in other nations.

UTK Strategic Plan Web Link: <http://provost.utk.edu/strategic/>

THE UNIVERSITY OF TENNESSEE AT CHATTANOOGA

MISSION

The University of Tennessee at Chattanooga is an engaged, metropolitan university committed to excellence in teaching, research, and service, and dedicated to meeting the diverse needs of the region through strategic partnerships and community involvement.

STRATEGIC PLAN OVERVIEW

As a metropolitan university, UTC will focus on partnerships, both within the institution and outside the institution, that are designed to advance the educational, societal and economic development aims of the university, the University of Tennessee System, the Chattanooga region, the state, and the nation. These educational, scholarly, creative, service and economic partnerships will engage students, faculty, staff, alumni, critical community members, and targeted other organizations. *We Shall Achieve* recognizes partnerships are critical to building pathways to excellence and focuses on four strategic directives:

1. Partnerships for Students [Teaching & Learning]

Create partnerships that provide distinctive educational experiences for students both in the classroom and beyond, lead to meaningful engagement between students and all other members of the university community, and enhance students' commitment to The University of Tennessee at Chattanooga. Specific actions include:

- Expanding opportunities to involve students in service learning, community outreach, internship, national or international exchange, off-campus clinical experience, or co-operative educational experiences.
- Partnering students with faculty and staff to create a strong sense of community.
- Providing institutional support to strengthen undergraduate and graduate education and advising to ensure a higher level of student success.
- Enhancing accessibility to UTC for students of the Chattanooga region and the state
- Identifying and supporting distinctive academic programs and administrative and support units

2. Partnerships for Education and Research

Create external educational and research partnerships that take advantage of UTC's distinctive programs, faculty expertise, and the resources of the Chattanooga metropolitan region. Specific actions include:

Eliminating disincentives and stimulating scholarship by improving coordination of campus research efforts.

- Identifying, developing, and delivering educational and research initiatives that build on university strategy and meet the needs and opportunities of the Chattanooga region.
- Expanding and creating strategic global/international partnership to enhance institutional course offerings, faculty research and scholarship.
- Sustaining programs of excellence in the arts that build on and contribute to the cultural resources of the Chattanooga region.

3. Partnerships for Diversity

Embrace, celebrate, and sustain a campus community that is inclusive of diversity in all its forms - people, ideas, and cultures. Specific actions include:

- Integrating diversity training in campus life
- Recruiting and retaining a quality and diverse faculty, staff and student body.
- Expanding the integration of diversity training in academic curricula beyond single courses in diversity.
- Partnering with the regional community in diversity programs.
- Improving physical access to all campus programs and activities.

4. Enabling Partnerships

Create a learning, work, and community environment by enabling and supporting the University's strategic direction and mission through efficient use of human, fiscal, physical, and communication resources. Specific actions include:

- Enhancing UTC's role as a metropolitan institution, articulating that mission vigorously, and evaluating the strategic direction annually.
- Providing appropriate technology and library resources for high-quality instruction and student learning.
- Cultivate an environment of openness, integrity, appreciation and inclusiveness in decision making that encourages campus participation and achievement.
- Strengthen graduate programs by increasing the number and amount of graduate student assistantships.
- Providing an intercollegiate athletics program that exhibits students' academic success, integrity, and competitiveness.
- Expanding ongoing alumni involvement and participation at all levels of university activities.
- Connecting the university to the "environmental city" of Chattanooga and enhancing UTC's distinctiveness by establishing it as the most environmentally sustainable campus in the state.
- Expanding, enhancing, and diversifying the institution's financial resources and continuing to engage in responsible stewardship of these resources based on the priorities of the Strategic Plan.

UTC Strategic Plan Web Link:

<http://www.utc.edu/Administration/StrategicPlan/documents/UTCStrategicPlan.pdf>

THE UNIVERSITY OF TENNESSEE AT MARTIN

MISSION

The primary purpose of the University of Tennessee at Martin is to provide a quality undergraduate education in a traditional collegiate atmosphere characterized at all levels by close collaboration among students, faculty, and staff. In addition, the university is dedicated to meeting lifelong educational needs by providing graduate programs, distance-learning opportunities, and other creative endeavors. Furthermore, the university is committed to advancing the regional and global community through scholarly activities, research and public service.

STRATEGIC PLAN OVERVIEW

UT Martin is committed to values that make the campus student-centered. In day-to-day interactions with its constituents, UT Martin students exhibit excellence in the teaching/learning process, integrity, leadership, community, inclusiveness, and creativity. Key elements of the strategic plan are:

1. Student Access

- Expand dual enrollment credit offerings.
- Improve articulation and accessibility to campus programs within the UT System and within Tennessee through increased provision and use of emerging technology in instructional tools and E-Learning software and infrastructure and through development and expansion of UT Online graduate and undergraduate initiatives.
- Develop more campus collaboration with the Tennessee P-16 systems.

2. Student Success

- Establish an enrollment management program to increase retention and graduation and address critical needs of the state through monitoring and adjusting admissions, financial assistance, academic, and student services.
- Increase flexibility in course scheduling and pricing to meet needs of the state.
- Reform curriculum to enhance learning and retention using appropriate indicators from student outcome and satisfaction data.
- Emphasize and reward outstanding teaching and learning through support of professional development and research.
- Use student success center to enhance student retention and graduation rates through academic advising and student support services and programs.
- Expand library/learning resources availability through a system-wide consortium.

3. Research

- Provide optimal environment for faculty members to achieve high levels of scholarship and be recognized for their contributions through workload adjustments, support of faculty-mentored student research, faculty research initiatives, and support with grant activities.
- Develop research capabilities that will promote and support regional and national partnerships.
- Provide competitive stipends and learning opportunities for graduate students.
- Provide leadership in state, regional, and national initiatives.

4. Economic Development

- Develop and coordinate improved partnerships at the between the campus and regional economic-development service providers through degree and non-degree professional development initiatives in science, technology, engineering, mathematics, and other areas as needed.

5. Outreach

- Increase elected officials' awareness of outreach activities offered through WestStar; the off-campus centers at Jackson, Ripley, Selmer, and Parsons; the Center of Excellence in Experiential Learning in Agricultural Science and Reelfoot Lake Teaching and Research Center; the American Democracy Project; Paul Meek Library public service; and aesthetic and cultural activities including the Young Writers Conference, Civil Rights Conference, West Tennessee Writers Project, Vanguard Theatre, band camps, and medical Spanish Program.
- Increase campus outreach activities to \$1,000,000 annually.
- Emphasize and reward outstanding outreach activities.

6. Globalization

- Develop campus priorities for globalization activities promoting mechanisms for internationalization of students and faculty both on-campus and abroad.
- Expand international staff/faculty/student exchange programs through study abroad, international travel study, and promotion of formal international collaboration agreements.
- Demonstrate the benefits of globalization activities to key stakeholders through involvement in campus activities and increased participation of alumni and community representatives in travel-study programs.

7. Effective and Efficient Use of Administrative, Fiscal, Physical, and Communication Resources

- Establish goals for an empowered organization through clear definition of the campus organizational structure and development and support of positions needed within that structure.
- Establish goals for maximizing resources through an integrated, comprehensive resource-planning strategy that includes fiscal, physical, and human resources and enhancement of external resources.

- Communicate campus and System priorities effectively through a coordinated marketing plan, maximizing opportunities to promote the university, developing employees as informed advocates, and continuing to build strong state legislative support for UT and the Martin campus.

UTM Strategic Plan Web Link: <http://www.utm.edu/departments/irp/plan.php>

THE UNIVERSITY OF TENNESSEE HEALTH SCIENCE CENTER

MISSION

The mission of the University of Tennessee Health Science Center is to bring the benefits of the health sciences to the achievement and maintenance of human health, with a focus on the citizens of Tennessee and the region, by pursuing an integrated program of education, research, clinical care, and public service.

STRATEGIC PLAN OVERVIEW

The Health Science Center aims to improve human health through education, research, clinical care and public service. The University of Tennessee Health Science Center (UTHSC) is comprised of the colleges of Allied Health Sciences, Dentistry, Graduate Health Sciences, Medicine, Nursing, and Pharmacy, each pursuing the achievement of the campus mission in ways appropriate to its specific area of focus. However, the rapidly changing economic conditions necessitate a careful reconsideration of some of the long-standing plans for the campus. Thus, this strategic plan represents a revised perspective relative to the development and execution of the campus' strategic plan. The principles guiding the strategic planning process and the development of goals are: (1) maximizing efficiency, (2) creating a collegial campus culture that values talent and recognizes accomplishment, (3) orienting the educational program to a continuous quality-improvement mode, (4) focusing the research mission, and (5) engaging the community.

STUDENT ACCESS AND SUCCESS: The workforce need in health care is at an all-time high due to changes in the nation's demographics and the growing diversity in the practice of health care delivery. The UTHSC is committed to responding to those needs by taking actions to increase the breadth and depth of its applicant pool and to maintain the highest graduation rate possible so as to best serve the needs of the citizens of Tennessee and beyond. Specific actions include:

1. Student Access

- Recruiting widely across the state and beyond, providing opportunities for a diverse and multicultural group of students to learn about career options at the health science center, both before and during matriculation.
- Increasing scholarship and loan aid for matriculating students such that no student is denied an education due to lack of funding.
- Ensuring that students admitted possess the potential to achieve academic and professional excellence.
- Establishing programs and services that ensure equivalent student access, participation, and benefits across all campus sites statewide

2. Student Success

- Ensuring that the curricula for all health professions reflect the most current research in the biomedical sciences as well as trends in the transformation of practice models.
- Provide advanced student academic support services to ensure efficient and effective student learning.
- Enhancing student professional leadership skills by providing opportunities for students to actively participate in state, regional, national, and international professional organizations.
- Enhancing faculty skills in the use of sophisticated pedagogical techniques.
- Using technology to make learning materials and presentations available online in both synchronous and asynchronous modes.

RESEARCH AND ECONOMIC DEVELOPMENT: The UTHSC faculty, staff and students conduct a diverse program of discovery with the goal of detecting, preventing, and treating human disease and injury. In addition to studies designed to expand knowledge of basic concepts, the research program also focuses on the discovery of new therapeutic or diagnostic approaches, the determination of safe and effective therapies and health practices, and the determination of health policy and procedures that optimize access to effective health care services while minimizing health care costs. These programs contribute to the economic development of the state and region by providing opportunities for both new and expanded healthcare-related businesses and by reducing the cost of state- and insurer-supported programs that provide health care services to the citizens of Tennessee. Specific actions include:

1. Research

- Configuring the UTHSC research program priorities to respond to a focused research agenda.
- Promoting a collegial culture that values talent and recognizes accomplishment
- Developing a prioritized list of interdisciplinary research programs to guide allocation of institutional resources for research purposes.
- Significantly increasing NIH funding in peer-revised funding.
- Expanding research of Tier 1 programs.
- Significantly increasing revenue for technology transfers.
- Ensuring that the research infrastructure (organizational, physical, and support) facilitates and promotes excellence in research.

2. Economic Development

- Configuring UTHSC educational program priorities to respond to healthcare workforce needs.
- Identifying, and consulting with, stakeholders on needs and priorities.
- Strengthening communication channels with key stakeholders.
- Increasing collaborative agreements with public, private, commercial, and not-for-profit organizations that enhance the transfer of the results of health professions research to the marketplace.

OUTREACH AND GLOBALIZATION: UTHSC pursues its mission by engaging individuals and groups from local communities, as well as those throughout the globe, in working to improve health professions education, patient care, and health sciences research. In addition, UTHSC engages in a continuous program of transforming the practice of the health professions and the health practices of the community, in response to research findings and technological developments. A fundamental focus of UTHSC is to

bring to bear its resources so as to contribute to the achievement and maintenance of the health of the citizens of Tennessee and the region. Specific actions include:

1. Outreach

- Expanding health care access and improving the quality of care for the citizens of Tennessee.
- Enhancing the continuity of care for the citizens of Tennessee.
- Facilitating collaborative development of the quality of care policies among the UTHSC campuses service lines.
- Using interactive video technology to promote and facilitate international collaborative efforts in education, research, and patient care.
- Strengthening communication channels with key stakeholders

2. Globalization

- Supporting the college-specific development and operation of international rotation experiences.
- Ensuring the formal recognition of the engagement by faculty in sponsored international projects through the promotion and tenure process.
- Using interactive video technology to promote and facilitate international research efforts.
- Conducting programs of hosting international faculty and students.

EFFECTIVE AND EFFICIENT USE OF RESOURCES: UTHSC's most important resource is its employees. Through an empowered organization, these employees have an opportunity to excel in their carrying out their various roles necessary to operate the organization. UTHSC's leadership and administration must ensure its programs are providing the needed organizational, fiscal, and physical resources to accomplish their specific goals and objectives. Specific actions include:

1. Organizational Structure and Function

- *Internal*
 - Establishing a collaborative decision-making and budgeting administrative process.
 - Establishing an administrative/faculty mechanism for systematically integrating the research and patient care agenda into the curricular design and delivery systems.
 - Using a comprehensive faculty evaluation system that clearly identifies, and recognizes, excellence in teaching, research, and patient care.
 - Integrating college-specific strategic plans into an institutionally coordinated set of strategic actions based on the resetting of UTHSC priorities.
 - Using UT Scorecard metrics to annually assess the achievement, or progress toward the achievement, of each strategic action in the UTHSC strategic plan.
 - Using the results of the UT Scorecard assessment to inform and guide the continuous strategic planning/quality enhancement process.
 - Implementing a 'shared services' model for both facilities, equipment, and support services for the research function.
- *External*
 - Increasing collaborative and supportive relationships with a broad spectrum of public, private, commercial, and not-for-profit organizations that impact both the health, and healthcare delivery needs, of our citizens.
 - Enhancing the UTHSC 'brand' and visibility within the local and regional community.

2. Optimization of Facilities Infrastructure

- Eliminating duplication and waste and reallocate resources to support the campus missions.
- Ensuring a safe campus environment
- Ensuring a fully functional physical infrastructure to meet the Education, Research, and Patient Care missions.

UTHSC Strategic Plan Web Link: http://www.utm.edu/aboututhsc/UTHSC_StrategicPlan_Summary.pdf

THE UNIVERSITY OF TENNESSEE INSTITUTE OF AGRICULTURE

MISSION

The UT Institute of Agriculture represents the University of Tennessee's commitment to the land-grant mission, providing teaching, research and outreach through the College of Agricultural Sciences and Natural Resources, the College of Veterinary Medicine, UT AgResearch and UT Extension, which serves people through its workforce present in each of Tennessee's 95 counties and secondarily the region, nation and world.

The Institute increases agricultural productivity and income, protects the environment, promotes the economic well-being of families, and conserves natural resources for all Tennesseans. We advance the lives and interests of students, farmers, families, livestock, companion animals, 4-H and other youth, agribusiness, state and federal governmental agencies, consumers, and the general public. The Institute fulfills its mission by:

- Providing the latest curricula and teaching methods appropriate to meet student and societal needs and consistent with the goals of life-long learning, ethics, and leadership.
- Providing comprehensive, high-quality undergraduate, graduate, and veterinary medicine degree programs that qualify graduates to compete for employment at the national and international level.
- Attracting and maintaining a uniquely qualified and nationally recognized teaching and research faculty.
- Maintaining a strong basic and applied research program to support all segments of agriculture and placing additional emphases upon critical issues such as clean water, a safe and plentiful food supply, environmental conservation, sustainable natural resources, renewable energy sources, animal and human health, and animal reproduction programs.
- Providing the resources to maintain and enhance the specialized teaching, primary research, and clinical opportunities of the College of Veterinary Medicine.
- Providing outstanding educational programs and outreach in Tennessee's 95 counties to serve a productive and sustainable agricultural industry and to support families and youth.

As it pursues all activities in support of its mission, the UT Institute of Agriculture is committed to Affirmative Action and other programs which contribute to cultural and ethnic diversity.

STRATEGIC PLAN OVERVIEW

The classrooms and teaching programs of the University of Tennessee Institute of Agriculture are as varied as the people they serve. Tennessee's forests, pastures, and farmlands are our classrooms along

with the state's gardens and arboretums, wetlands, and watersheds. Our programs assist students, farmers, families, 4-H and other youth, agribusinesses, state and federal agencies consumers, and the general public.

UTIA Strategic Plan Web Link: <http://agriculture.tennessee.edu/strategicplanning/>

The Institute of Agriculture is comprised of four units that provide instruction, research, and public service. Specific activities pursued in the strategic plan are highlighted below.

COLLEGE OF AGRICULTURAL SCIENCES AND NATURAL RESOURCES

The College of Agricultural Sciences and Natural Resources (CASNR) prepares students in natural and social sciences-based professional academic programs for careers in agriculture, natural resources and other arenas. The CASNR academic programs accomplish the following:

- Provide strong general education with a foundation in fundamental knowledge, an understanding of the human experience, a global perspective, and communication skills (visual, oral and written);
- Build on the natural and social sciences to provide experiential learning that applies gained knowledge to problem-solving situations using critical thinking and analytical skills;
- Provide student-centered educational programs where students engage in the process and take responsibility for their education; and
- Provide international experiences to provide a global perspective to their education.

Goals

1. Recruit and retain a diverse student population that is academically prepared for a challenging curriculum.
2. Enhance scholarships, stipends, and research and other scholarly activity of undergraduate and graduate students.
3. Establish excellence in the curricula and co-curricular activities (e.g. CASNR-affiliated student organizations).
4. Internationalize the curriculum.
5. Recruit and retain high-quality faculty and staff.

UT COLLEGE OF VETERINARY MEDICINE

The College of Veterinary Medicine (CVM) educates students in the art and science of veterinary medicine and related biomedical sciences, and our faculty discover new knowledge and disseminate it to veterinarians and others in order to advance human and animal well-being. We are an empowered organization with the resources to perform well in all mission areas, graduating highly trained veterinarians and biomedical scientists, while providing quality patient and client services, and advancing the knowledge of medical science.

Goals and Objectives

1. Strengthen all teaching programs to meet societal needs. Strengthen all teaching programs to meet the needs of veterinary students, interns, clinical residents, and graduate students and society.
2. Provide advanced clinical and diagnostic services in the veterinary teaching hospital and state diagnostic laboratory system.
3. Strengthen outreach and non-traditional service activities in the community.
4. Further develop and expand communication and marketing to promote UTCVM.
5. Develop the resources and infrastructure to support all mission areas of the college (people, places, things and dollars).
6. Develop a research reputation for the CVM at national and international levels. Facilitate an attitude and environment advancing veterinary medicine and biomedical sciences through knowledge acquisition fostering a "Culture of Discovery".
7. Create and sustain a culture within the college that welcomes and supports individuals from all cultural and ethnic backgrounds.

UT AgRESEARCH

UT AgResearch advances science in agriculture and food systems, natural resource management, and family and community sciences. We do this through the discovery of new knowledge, the innovation of these discoveries into new products and processes, and the application of these innovations to enhance the lives of citizens of Tennessee and the world.

Areas of Strategic Research Excellence

1. Biomass Conversion for Energy, Chemicals & Materials.
2. Forest Product Development.
3. Genetic Modification of Plants for Beneficial Purposes.
4. Agricultural and Natural Resource Policy.
5. Reproductive Physiology.

UT EXTENSION

The University of Tennessee Extension provides a gateway to the University of Tennessee as the outreach unit of the UT Institute of Agriculture. It is a statewide educational organization, funded by federal, state and local governments, that brings research-based information about agriculture, family and consumer sciences, and resource development to the people of Tennessee where they live and work.

UT Extension has a vision for the future, a strategic plan to direct its path, and dedicated people to implement the strategies to help it achieve that vision. The strategic planning process represents a

proactive approach by UT Extension to “take change by the hand.” The Strategic Planning Committee identified three major goal areas, with a number of recommended strategies within each area. (The strategies are of equal importance and are not in any ranked order.) These strategies guide the direction and development of Extension and form a framework from which decisions are made, resources are allocated, and programs are implemented. Now is the time for action. Energy and commitment are needed to meet the challenges, pursue the opportunities, overcome the obstacles, and transfer our vision to action.

Goals

1. Expand Extension's Resource Base and Public Support by:
 - a. Promoting Extension at all levels of government.
 - b. Expanding the funding base by identifying and securing alternative funding sources.
 - c. Increasing Extension's exposure and value by marketing our programs to the general public.

2. Optimize Extension's Human Potential by:
 - a. Engaging people and energizing internal processes.
 - b. Developing and implementing a plan for staff development.
 - c. Recruiting, training and empowering volunteers.
 - d. Valuing human resources.

3. Ensure Quality, High-Impact, Needs-Based Programming by:
 - a. Developing partnerships and issue-response teams.
 - b. Prioritizing programs that meet the changing needs of a changing clientele.
 - c. Establishing and supporting state-of-the-art technology as a means to deliver information and high-impact programming.

THE UNIVERSITY OF TENNESSEE INSTITUTE FOR PUBLIC SERVICE

MISSION

To serve Tennesseans by leveraging university expertise to meet community and workplace needs.

STRATEGIC PLAN OVERVIEW

Each day, Tennessee's local government, law enforcement and business leaders rely on the University of Tennessee Institute for Public Service (IPS) to help improve the quality of life of Tennesseans. IPS consultants and staff bring their talents and the expertise of university faculty, resources, and research to communities and businesses across the state. We continue to serve Tennesseans and extend our reach and impact beyond Tennessee's borders by providing service and outreach to leaders and partners across the region and nation.

The Institute for Public Service, a distinctive part of the UT System, embodies UT's land-grant mission to address societal, economic, and environmental issues that affect the lives and well-being of citizens of Tennessee and beyond. Focusing primarily on outreach to government and industry, IPS draws upon its history and many special relationships, including long-standing affiliations with the Tennessee Municipal League and the Tennessee County Services Association. They are truly partners and stakeholders in our work.

The Institute for Public Service is most clearly aligned with two system goals – Research/Economic Development and Outreach/Globalization, with the primary emphases on outreach and economic development. The following four goals demonstrate IPS' alignment with the system goals.

I. Promote Good Government in Tennessee

Objectives

1. Deliver quality consulting services, technical assistance and training to help elected and appointed state and local government officials and their staffs understand issues, trends and priorities.
2. Provide timely and accurate information that promotes dialogue and engagement among elected and appointed officials, community members and stakeholders.
3. Work with agencies, associations and other partners to provide relevant information, assist their efforts, and receive feedback about issues of interest to their stakeholders.

II. Strengthen Economic Development in Tennessee

Objectives

1. Help existing business and industry improve competitiveness and profitability to promote job opportunities and a higher standard of living for Tennesseans.
2. Build local community and statewide capacity to understand economic development trends and practices and to deploy effective strategies to achieve their objectives.
3. Develop profitable enterprises by extending UT resources, along with those of our partners and others, to assist Tennessee businesses, entrepreneurs and inventors.
4. Assist in bringing ideas originating from UT and its partners to fruition in Tennessee.

III. Improve the Quality of Life in Tennessee through Outreach

Objectives

1. Deliver enhanced consulting services, technical assistance and training in specific areas of public interest such as the environment, public safety and leadership development to help elected and appointed state and local government officials, their staffs, and the public better understand issues, trends and priorities.
2. Provide timely and accurate information that promotes dialogue and engagement among elected and appointed officials, community members, and stakeholders about issues affecting the quality of life of Tennesseans.
3. Work with agencies, associations and other partners to provide relevant information; assist their efforts; and receive feedback about issues affecting the quality of life of Tennesseans.

IV. Ensure the Effectiveness and Efficiency of IPS Services to Customers

Objectives

1. Secure, retain and enhance the human, financial, infrastructure, political/relational, institutional, and other resources necessary to provide IPS services.
2. Maximize the quality, quantity, effectiveness and value of services available to IPS customers.
3. Uphold legal, ethical and performance standards of the state of Tennessee, the University of Tennessee, and relevant professional associations.
4. Sustain a high quality work environment for IPS staff.

IPS Strategic Plan Web Link: <http://www.ips.tennessee.edu/userfiles/file/IPS%20Strategic%20Plan%202009-2013%20System%20Format.pdf>

THE UNIVERSITY OF TENNESSEE SPACE INSTITUTE

MISSION

The mission of the University of Tennessee Space Institute (UTSI) is to serve the State of Tennessee and the nation as a resource for the professional development of engineers and scientists through graduate education, interdisciplinary research, and the transfer of technology, particularly as related to the space and aerospace sciences. The Institute is committed both to providing a high-quality learning and research experience leading to Master of Science and Doctor of Philosophy degrees in selected areas of engineering and science and to continuing professional education.

STRATEGIC PLAN OVERVIEW

The University of Tennessee Space Institute strives to be a leading institution that transforms fundamental science and engineering research into a contemporary education. UTSI is a resource for the local community, the State of Tennessee and the nation for contemporary education in science and engineering and interdisciplinary research. The focus of the Institute is research and education in science and engineering, management of aerospace propulsion, aviation systems, laser applications, materials and bio-systems with a strong commitment to technology transfer. Specific actions include:

1. Grow Student Population
Increase student growth to a serviceable level through increased funding, assistantships, recruiting, and alliances with four-year universities and industries.
2. Increase Research Dollars (\$15million)
From 2004 to 2008, UTSI expenditures from restricted accounts for research, teaching, and outreach have increased from \$2.65 million to \$4.37 million. Our goal is to double this within five years and to increase this to \$15 million within ten years.
3. Increase Faculty Performance
Sustainable growth in research expenditures; effective teaching; PhD and MS students graduated; refereed publications; and service to the profession, college, institute, and departments.
4. Revitalize Research Equipment and Facilities
Identify outdated and/or incomplete research resources at UTSI needing replacement, refurbishment, development, or elimination. Estimate costs associated with the recommended actions. Prioritize actions based upon predicted needs, costs and timelines. Provide a list of tasks that will initiate these actions and the target date for each task.
5. Strategic Alliances
Identify potential internal (UT system) and external (non-UT) partners, creating strategic alliances with them, and maintaining those alliances. Strategic alliances are defined within this charter as formal relationships in which the agreed performance of each party provides a strategic benefit for the other. The other party may be other UT units, other institutions of higher education, industry, civic organizations, and government agencies.

UTSI Strategic Plan Web Link:

<http://www.utsi.edu/administration/J-UTSI%20%20Strategic%20Plan%20Master.pdf>

UT STRATEGIC PLAN SCORECARD

The establishment of performance metrics and goals, presented as the UT Scorecard, measures our effectiveness in achieving the university’s mission. These metrics allow external comparisons to aid in gauging our efforts against other institutions along with measuring our own internal progress. The longitudinal analysis provides a historical review of our efforts and quickly identifies where the university is making progress and where additional work is needed.

STUDENT ACCESS AND SUCCESS	
ACCESS	SUCCESS
Enrollment at UT campuses Enrollment of underrepresented groups Student financial need met by campuses	Graduation rate Graduation rate for underrepresented groups Graduated in STEM majors
RESEARCH AND ECONOMIC DEVELOPMENT	
RESEARCH	ECONOMIC DEVELOPMENT
Research and sponsored program expenditures Externally funded faculty (%) Invention and creation disclosures	Intellectual property development Jobs created or maintained Estimate economic impact of technology transfer
OUTREACH AND GLOBALIZATION	
OUTREACH	GLOBALIZATION
Patients/clients served through our units Annual outreach expenditures	Students with UT-sponsored international study experience Number of active, formal international collaboration agreements
ENABLING INFRASTRUCTURE	
Faculty salaries relative to peers Staff salaries relative to market Diversity of faculty and staff Employee surveys	Percent expended for administration relative to peers Increase in awareness of emphasis components Capital-campaign dollars raised

The UT Scorecard and supporting information for each campus and institute is found at the following website: www.tennessee.edu (Select “**Academic Affairs**” from **Departments** menu on the left, and then “**Scorecards**” from **Strategic Planning** menu on the left.)

STRATEGIC PLANNING COORDINATORS

<i>CAMPUS/INSTITUTE</i>	<i>CONTACT</i>	<i>STRATEGIC PLAN WEBSITE LINK</i>
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