

Strategic Planning 101

OVERVIEW

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

- Making our campuses accessible to a diverse range of students.
- Providing a comprehensive range of academic and professional programs for baccalaureate, master's and doctoral students.
- Improving human health through education, research, clinical care and public service.
- Developing and applying research and technology to solve current and future problems across the nation and around the world.
- 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 (UT) Integrated Strategic Plan supports this broad-based teaching, research, and outreach mission and is the roadmap for the allocation of resources, both financial and non-financial, to achieve our goals. The plan defines who we are, who we serve, our core mission, and our culture. The strategic plan takes a critical review of where we are and where we are headed. It sets our course and becomes the foundational component of the UT Scorecard, our assessment tool.

STRATEGIC GOALS

Simply stated, the University of Tennessee's strategic plan focuses on three major areas:

1. Student Access and Success.
2. Research and Economic Development.
3. Outreach and Globalization.

These three major Areas of Emphasis link UT's campuses and institutes in a collaborative, system-wide, integrated strategic planning process. The system-level metrics and goals for each area of emphasis were developed with input from the leadership of each campus and institute. In turn, each UT campus/institute has a strategic plan that aligns with the UT Integrated Strategic Plan and incorporates strategies that aid in fulfilling our collective responsibilities.

The UT Integrated Strategic Plan elevates our planning effort by increasing the knowledge each campus and institute has of how other UT entities contribute to the university's overall success, and this strategy provides a mechanism to identify opportunities for state-wide organizational alignment. We measure and communicate our efforts through the establishment of quantifiable performance goals presented annually in a Scorecard.

The primary assessment tool used to measure the university's effectiveness in achieving its mission is the UT Scorecard. Scorecards are developed for the system and for each campus and institute. The UT Scorecard contains key metrics that link to one of the university's three areas of emphasis: Student

Access and Success, Research and Economic Development, or Outreach and Globalization. Each set of metrics has identified goals and provides historical information that charts our progress toward meeting each goal. Where appropriate, benchmark information is provided to identify how we compare to similar institutions.

The strategic planning process is dynamic and does not end with the development of system and campus/institute plans. Integral to organizational effectiveness is alignment. The process continues through the organization to include the development of departmental plans that align with the campus or institute and the system plan. At the department level, faculty and staff are expected to understand their departmental goals, how they align with the campus/institute and system plans, and how they contribute to achieving these goals.

SUMMARY

The UT Integrated Strategic Plan is specifically designed to capitalize on our unique strengths as a land-grant university. This strategic planning philosophy provides the foundation for directing all available resources, both financial and non-financial, toward the achievement of the university's vision and mission. The campus and institute strategic plans are aligned with the system plan and provide direction for fulfilling the specific roles and responsibilities they have as a University of Tennessee entity. The planning effort continues through to the department level with the plans continuing to align with the university's mission and vision. Broad-based involvement by faculty, staff, students, alumni, and other constituencies occurs in the development and implementation of the strategic plan.