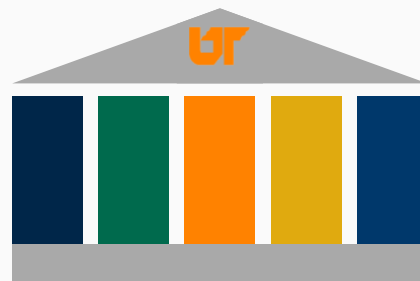**4**

THE UNIVERSITY OF TENNESSEE

Strategic Plan
2019 - 2025

Presented by:
Tonjanita L. Johnson, Ph.D., Executive Vice President & Chief Operating Officer

4

PLAN FLOW

Things to Know about the Refreshed Strategic Plan:

- This strategic framework is a *refresh* of the previous UT strategic plan;

- Planning involved more than 55 individuals in five working groups from across the UT System;

- Each group included System and campus content experts, along with representation from Institutional Research and Marketing & Communications;

- All groups were charged with ensuring the identification of goals & objectives related to enhancing Diversity and Inclusive Excellence; and

- The plan will also be used to help identify potential risks and opportunities for UT and where important resource investments are needed.

Goals & Foundation

Goal Champions

Goal 1: Dr. Linda Martin and Dr. David Golden
Goal 2: Dr. Stacey Patterson
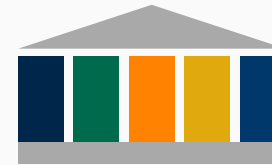Goal 3: Dr. Herb Byrd, III & Dr. Robert Burns
Goal 4: David Miller
Goal 5: Anthony Haynes & Tiffany Carpenter

4

Strategic Plan
2019-2025

| Enhancing Educational Excellence | Expanding Research Capacities | Fostering Outreach & Engagement | Ensuring Workforce & Administrative Excellence | Advocating for UT |

Championing Diversity & Inclusive Excellence

4

PLAN FLOW

Goals & Foundation

Priorities

These priorities came about as a result of listening and learning...the strategies and details on how we accomplish these will require all of us—our faculty, staff and our students—working together to accomplish them.
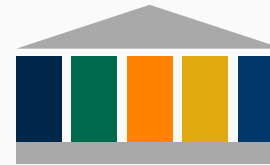
Interim President Randy Boyd

EVERYWHERE YOU LOOK, **ut**

1 **Succession Planning / Recruitment**
Identify leaders for UT Knoxville Chancellor and UT System President positions

2 **Increase Talent Development**
• Improve graduation rates
• Improve recruitment of both in-state and out-of-state students
• Grow online education

3 **Enhance ORNL Partnership**
Explore opportunities for new collaboration initiatives with ORNL

4 **Advance Engagement**
• Identify opportunities for additional engagement within our communities
• Enhance visibility of outreach and engagement activities already underway in all 95 counties

5 **Clarify Roles**
• Review roles and responsibilities between System and campuses

6 **Build the Brand**
• Tell the great stories
• Identify opportunities to build and strengthen our brand across the state
• Create greater transparency

4

Strategic Plan
2019-2025

Enhancing Educational Excellence	Expanding Research Capacities	Fostering Outreach & Engagement	Ensuring Workforce & Administrative Excellence	Advocating for UT
Increase Talent Development for Tennessee	Enhance ORNL Partnership	Advance Engagement	Succession Planning / Recruitment Clarify Roles/ Build One UT Culture	Build The UT Brand

Championing Diversity & Inclusive Excellence

4

PLAN FLOW

Goals & Foundation

Priorities

Critical Few

What does success look like?

- A working plan that is less complex and is actionable and aligned across the System;

- Data-informed goals and objectives, with UT's "critical few" identified; and

- Outcomes that represent our system-wide commitment to our students and the ambitious goals of the State.
  —UT System Executive Leadership Team

4

Critical Few Overview

The following guidance was provided to Goal Champions in identifying recommended KPIs & metrics:

- Think about the goals we would like to achieve by 2025;

- Don't get into the weeds or derail the plan by having too many objectives;

- Identify areas where collecting baseline data or developing an appropriate mechanism for data collection will be important before we can set the appropriate metrics;

- Where possible, identify strategic areas of investment that will be critical to goal achievement; and

- Ensure that we are addressing important diversity and inclusive excellence needs and/or opportunities through both quantitative and qualitative measures.

4

Critical Few:
Enhancing Educational Excellence (FY 2019-2025)

1. Increase the Number of UT Graduates	2. Enhance our National & International Reputation for Educational Excellence	3. Enhance Student Success	4. Expand Inclusive Access & Achievement
• **Increase** total **enrollment** to 61,500 students *Benchmark: 50,810 (FY19)* • **Increase** number of **degrees awarded** to 15,000 *Benchmark: 12,095 (FY19)* • **Increase six-year graduation rates** for UG to 70.5% *Benchmark: 61.1% (FY19)* • **Increase** percentage of **out-of-state and international students (UG)** to 20% *Benchmark: 13.6% (FY18)*	• Benchmark and **increase the number of faculty holding national leadership roles** by 10% • Benchmark and **increase number of regional & national teaching/mentoring awards received** by UT faculty by 10% • Benchmark and **increase the number of faculty who participate in teaching enhancement & development opportunities** by 50%	• **Increase freshman fall-to-fall retention** to 87.5% *Benchmark: 81.2% (FY18)* • Ensure **all undergraduates participate in at least one high-impact practice** (HIP) • **Enhance student support services** to increase overall retention and degree completion	• Successfully **launch the UT Promise** • **Increase diversity of the student body** • **Ensure student support services and success initiatives are not disproportionally subscribed** • **Close existing achievement gaps** • **Increase online presence** by 25% to provide greater access to courses and degree programs

Diversity & Inclusive Excellence Goal:
Expand inclusive access and overall student support and achievement

4

Critical Few:
Expanding Research Capacities (FY 2019-2025)

1. Raise the Prominence of UT's Research Profile Nationally	2. Expand Participation of Faculty, Staff and Students in Research	3. Enhance the Impact of UT's Research Programs
• Benchmark and **increase the number of faculty fellows, memberships into national academies and other national honors and awards**	• Benchmark and **increase student participation in research** (undergraduate, graduate and professional) by 5% per year	• Benchmark and **increase the number of citations and peer reviewed journal articles** and other scholarly publications by 5% per year
• **Grow opportunities with new research partners and collaborators**	• **Increase number of doctoral and professional degrees** conferred	• **Grow the number of commercial licenses for UT technologies** by **10% per year** *Benchmark: 24 license agreements (FY18)*
• **Increase research expenditures** (as reported to NSF) by 7% per year *Benchmark: $417m (FY18)*	• Seek out opportunities to **increase participation of diverse participants in research**, including underrepresented minorities	• **Engage alumni to develop a mentoring/support network for faculty/student startups** and entrepreneurial endeavors

Diversity & Inclusive Excellence Goal:
Increase participation of underrepresented minorities in research across UT

4

Critical Few:
Fostering Outreach & Engagement (FY 2019-2025)

1. Increase the Number of Participants in Outreach and Engagement Activities	2. Continue to Increase UT's Economic Impact across the State	3. Identify Major Statewide Challenges for Which UT Can Provide Thought Leadership and Outreach Support While Also Deploying Resources and Expertise to Help Address These Issues
• **Ensure** each UT campus and institute has **reporting processes and record-keeping software** to effectively and consistently record and compile outreach and engagement activity • **Increase outreach and engagement activities** by 10% each year *Target:* 9,616,995 (2024-25) *Benchmark:* 4,935,039 (2017-18)	• **Increase the estimated economic impact of UT on the Tennessee economy** by 15% each year *Target:* $5,526,058,194 (2024-25) *Benchmark:* $2,077,449,960 (2017-18)	• Provide leadership in mitigating the opioid crisis in Tennessee • Work with State leaders and UT researchers, faculty and students to identify other important issues that can be addressed through UT's tripartite mission to educate, discover and connect

Diversity & Inclusive Excellence Goal:
Reach new and more diverse audiences through outreach efforts that ensure contacts are more demographically representative of Tennessee's diverse population

4

Critical Few:
Ensuring Workforce & Administrative Excellence (FY 2019-2025)

1. Increase Engagement with and Support for UT Faculty and Staff	2. Assess Faculty and Staff Satisfaction and Effectiveness	3. Implement Solutions that Enhance Data-driven Decisions that Support Academic and Administrative Excellence
• **Implement succession planning** across the System to increase pools of qualified applicants • **Explore cost/benefit of retirement incentive programs** (implement as appropriate) • **Implement flexible work schedule and workplace options** to increase employee productivity and satisfaction • **Increase the non-retirement retention** rate among employees	**Coordinate a system-wide process for surveying faculty, staff, and students related to culture and engagement** throughout the year to assess effectiveness of strategic implementations **Progress evaluated by:** • Participation rates • Increase/Decrease in scores • Responses on key questions • Implementation of feedback	**Implement IT solutions which integrate academic and business applications** to manage and support all facets of University operations in real time **Progress evaluated by:** • Delivering planned outcomes • Budget • Schedule • Data quality • Adoption • Operational cost

Diversity & Inclusive Excellence Goal:
Improve recruitment and retention strategies and outcomes for underrepresented faculty and staff

4

Critical Few:
Advocating for UT (FY 2019-2025)

1. Create Greater Internal & External Transparency	2. Strengthen System-wide Collaboration among Communicators	3. Implement a Streamlined Process for Communicating with Government Officials	4. Promote Growth and Increased Opportunity for University Advocacy
• **Develop and implement Transparent UT Initiative** to improve public access to information • **Establish a Transparency Advisory Group** to help identify opportunities to increase transparency • **Increase** opportunities for the **public** to submit **ideas and feedback** • **Conduct annual focus groups** to evaluate progress and improve access to information	• **Host two annual system-wide communicators meetings** to strengthen relationships and collaboration • **Develop 10 professional development opportunities** for communicators across the system annually • **Conduct a system-wide communications audience audit** to determine redundancies and identify areas of improvement	• Work with the Chancellors and university leadership to **develop and implement a policy for communicating with government officials** • **Train UT leaders in government relations best practices** • Work with university leadership to **identify high priority areas for government support**	• **Identify more diverse candidates for volunteer leadership/advocacy groups** • **Grow Advocacy Network** to 10,000 advocates *Benchmark: 6,286 advocates* • **Strengthen partnership with UT Foundation and UT Alumni Association** to support efforts to grow participation in Advocacy

Diversity & Inclusive Excellence Goal:
Increase the number & engagement of diverse volunteers in UT leadership/advocacy groups

PLAN FLOW

4
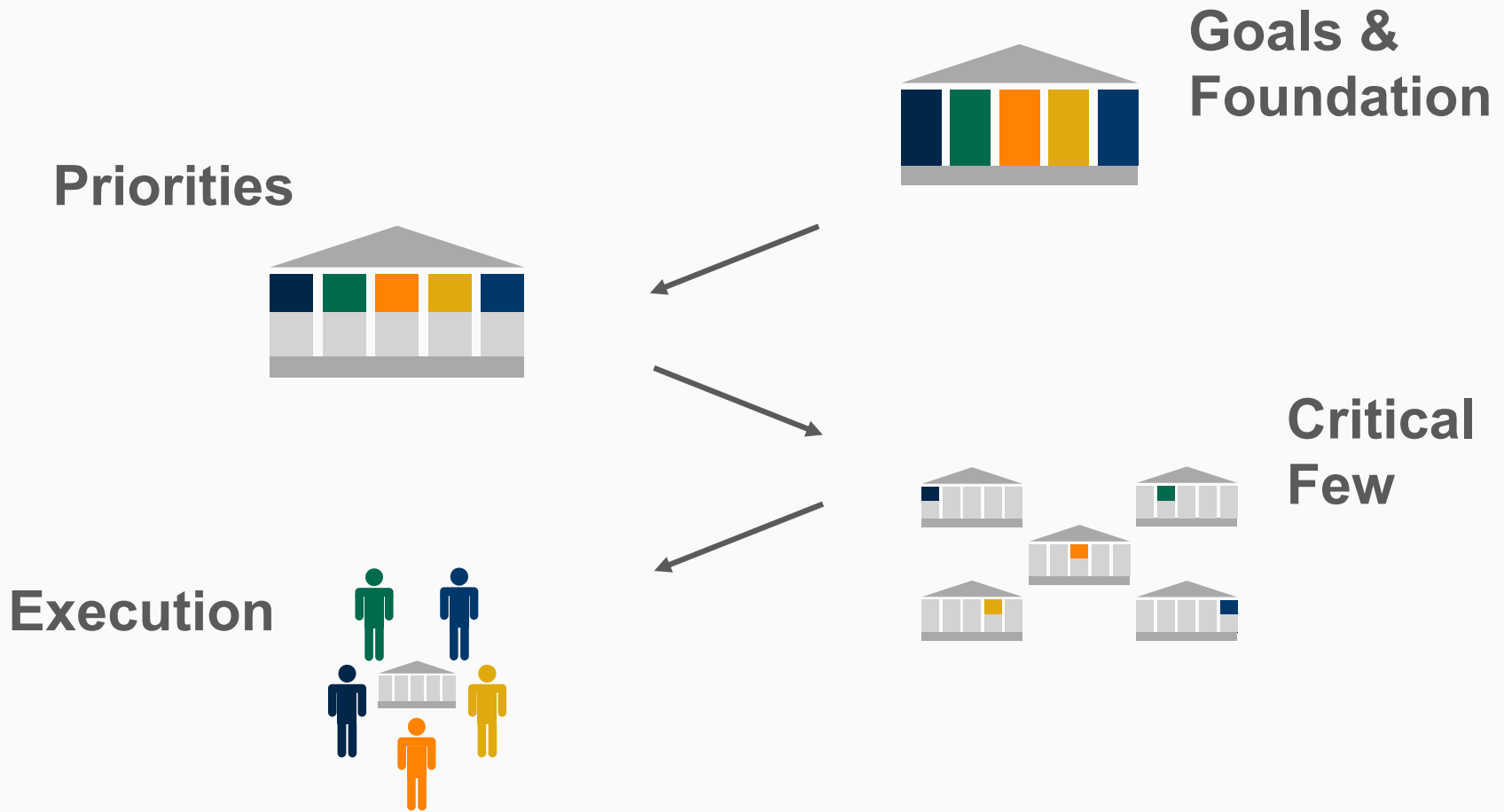
Execution (Next Steps)

- Meet with goal champions, campus/institute chancellors, other UT leaders, etc., to **fine tune metrics and KPIs**

- **Engage in deeper discussions regarding resources** needed for implementation of initiatives and tactics in support of the plan

- **Identify key risks and opportunities** associated with each goal area in keeping with our UT Enterprise Risk Management (ERM) efforts

- **Continue meetings of the working groups and implement mechanisms for** ongoing **monitoring and reporting**

- **Complete data dashboards and updates to the strategic plan website** to provide internal and external access to plan information and progress