



THE UNIVERSITY OF
TENNESSEE
MARTIN

Prepare for Takeoff 2.0

2022-2025

September 2022 update of Prepare for Takeoff 2018-2023

Contents

Introduction.....	3
Strategic Plan Refresh Development	3
Strategic Plan Goal I	4
Strategic Plan Goal II	5
Strategic Plan Goal III.....	6
Strategic Plan Goal IV	8
Strategic Plan Goal V.....	10
Appendix 1: Strategic Plan Refresh Team Members.....	12

Introduction

Strategic Plan Refresh Development

April 1	Committee co-chairs selected
April 11	Launch meeting with co-chairs; committee members selected
July 15	Goal Committee recommendations submitted to Chancellor
August 8	Draft of Strategic Plan Refresh circulated to Cabinet
August 17	Plan presented at Fall Faculty Meeting
August 24	Plan circulated to Goal Committee members
September 15	Plan posted on website for faculty and staff comments
September 21	Town hall with UTM community to discuss Plan
September 23	Met with UT Martin Advisory Board
September 29	SGA Town Hall

Strategic Plan Goal I

(Aligns with UT Systemwide Strategic Plan Pillar 1)

Goal I: Prepare graduates to be responsible, informed and engaged citizens in their workplaces and the larger community.

Objectives

- Be a leader in public education for excellent academic programs.
- Implement high-impact educational experiences in and out of the classroom.
- Prioritize our students' development of essential life skills.

Recommendations

1. Enhance faculty effectiveness by expanding opportunities for professional development and by strengthening advising and mentoring.
 - a. Create a Center for Teaching Excellence.
 - b. Review advising across campus and enhance the quality of advising.
2. Enhance student-learning opportunities outside of the classroom.
 - a. Expand travel study, internship, undergraduate research, and service-learning opportunities.
 - b. Expand support and recognition for students participating in travel study, internships, under graduate research, and service-learning opportunities.
3. Expand online and other offerings to reach more students.
 - a. Offer more online offerings and programs to attract non-traditional students.
 - b. Invest in strategies to better understand the needs of both current students and potential students, especially adult learners, in terms of educational needs, method of delivery, etc., to inform decisions about future course and program offerings.
4. Review and revise FYI, GENS 101
 - a. Develop and implement action plan based on results from the Foundations of Excellence self-study.

5. Expand the use of existing department- or program-level strategies that have proven to be effective.
 - a. Expand the use of peer-to-peer mentoring programs that match upper-division students with first-year students in the same major to provide peer guidance (e.g., Engineering program).
 - b. Create short-term or half-term classes where students can intensively focus on basics before moving on to higher level skills.
 - c. Create a summer “boot camp” for students who are coming in with identified academic deficiencies.
 - d. Create weekly group tutoring/review sessions for first-year, high-enrollment general education courses where faculty members teaching the course(s) in question share responsibility for and take turns providing tutoring/review sessions for students enrolled in the course (similar to the old FE Exam Review process in engineering).
6. Expand the use of program-level or department-level alumni surveys and advisory/focus groups to identify program weaknesses and provide suggestions for improvement.
7. Install a method for a mandatory data-driven campus review of the roadblocks and successes caused by all courses in the general education curriculum (including BA/BS traditional degrees) for all students (campus, centers, transfer, etc.) every five years.
8. Establish a protocol for annual review of strategic plan/goals at college/department/unit level to ensure that college or department or unit goals mesh with/support strategic plan.

Strategic Plan Goal II

(Aligns with UT Systemwide Strategic Plan Pillar 4)

Goal II: Recruit, retain, and graduate students prepared for careers, professions, and life.

Objectives

- Implement a comprehensive and aggressive Strategic Enrollment Management (SEM) plan in all areas of the university.
- Amplify the collegiate experience through co-curricular programs and activities that increase student engagement in campus life.
- Educate responsible citizens for careers, professions, service, and personal well-being.

Recommendations

1. Create consistent processes and messaging to students among the departments and colleges.
2. Reconvene the committee from the co-curricular transcript program (Skyhawk Scholars) and resume the work completed before COVID-19 while also prioritizing the conception of the co-curricular transcript in Runway.
3. Review processes on campus such as registration, holds, and due/delinquent charges to ensure that students do not encounter unnecessary obstacles and that they are encouraged to continue their education at UT Martin.

Strategic Plan Goal III

(Aligns with UT Systemwide Strategic Plan Pillars 1, 3, and 4)

Goal III: Ensure a campus that is open, accessible, and welcoming to all.

Original Goal III objectives

- Elevate support and visibility of the Office of Multicultural Affairs.
- Demonstrate diversity and inclusiveness through more spaces for students, faculty and staff to gather around their interests while respecting the free speech rights of students and faculty.
- Establish a plan for recruiting diverse faculty and staff on an inclusive campus.

Proposed revised Goal III objectives

- Increase funding, support, and visibility for services and programs that support historically underserved populations.
- Facilitate recruitment and retention of diverse faculty, staff, and students.
- Create a succession plan to increase diversity in leadership positions across campus.
- Highlight university policies and procedures regarding diversity and inclusion through increased training for faculty and staff.

Recommendations

1. Centralize efforts across campus and assist in advocacy, funding projects/programs, and visibility efforts in DEI across campus and as a recruiting tool.
2. Create a central hub that includes a committee with representatives from all groups working on diversity, inclusion, and equity within the Office of Diversity, Equity and Inclusion (DEI) by spring 2023.

3. Survey the underserved members of the student body, K-12 counselors, and other advocates for historically underserved populations to identify current knowledge of services available to UTM students and assess others needed for these students by summer 2023. Prior data may also be used in determining direction.
4. Develop a prioritized strategy (work plan) to improve visibility and responses to other possible projects by fall 2023.
5. Increase funding by 3% for DEI efforts in working with historically underserved students by summer 2025.
6. Submit a report to the DEI Steering Committee of funds currently designated for the DEI efforts by fall 2022.
7. Assign a centralized committee member who will work directly with UT Foundation staff to create a plan to support DEI giving by spring 2023.
8. Compile a list of faculty/staff who are willing to directly assist with UT Foundation efforts and will receive appropriate training for that role by summer 2023.
9. Establish a welcome committee to meet with interviewees and new hires by December 2022.
10. Require each college to have diverse search committee to help attract a pool of diverse candidates by summer 2023.
11. Utilize faculty and staff professional networks to contact interested candidates or connect new employees to community resources by fall 2022.
12. Develop recruitment tools to showcase current opportunities for historically underrepresented communities by spring 2023.
13. Involve current students of diverse backgrounds to help the recruitment efforts by the Office of Undergraduate Admissions by summer 2023.
14. Develop measurable goals for attracting and retaining underserved populations by summer 2023.
15. Assess the current rate of diversity among campus leadership by fall 2022. Establish a professional development track system to prepare staff for promotion opportunities by spring 2023.
16. Create new avenues of leadership that supplement existing diversity commitments by spring 2023.
17. Increase diversity among campus leadership by 5% by fall 2024.
18. Create and distribute survey to current faculty and staff to establish baseline results by spring 2023.

19. The central committee will work with the Office of DEI to sponsor regular training (at least two times annually for the next three years) for faculty and staff to ensure a campus that is safe, open, accessible, and welcoming to all. The first such training should be available by fall 2022.
20. The Office of DEI will disseminate on an ongoing basis other training, readings, conferences, etc., that are being offered on or off campus that may offer additional opportunities for DEI training by fall 2022.

Strategic Plan Goal IV

(Aligns with UT Systemwide Strategic Plan Pillar 4)

Goal IV: Promote strategic, sustainable, and responsible stewardship of human, financial, and capital resources in support of university goals and objectives.

Objectives

- Enhance and diversify revenue streams through internal cost efficiencies, philanthropy, and partnerships.
- Implement more competitive salary and compensation plans to attract and retain a qualified and diverse workforce.
- Prioritize critical facilities growth and improvements that advance the university's strategic goals.

Revised Goal IV

By 2023, promote strategic, sustainable, and responsible stewardship of human, financial, and capital resources in support of university goals and objectives by increasing median compensation to that of peer institutions, revenues by 25%, and facility maintenance to level 2 APPA standards.

Objective 1:

1. Increase plan for offering more online undergraduate and graduate programs as well as certifications to support Blue Oval City employees and the accompanying supplier companies.

Additional recommendations include:

1. The Division of Academic Affairs should use various promotional activities to increase the enrollment in summer classes.

2. A task force should be formed by the provost, comprised of 8-12 faculty members representing every college, and be given the responsibility to:
 - a. Conduct a thorough analysis of the formula that is currently used for determining the faculty compensation for teaching summer classes.
 - b. Develop an alternative method of calculating the compensation for summer teaching, preferably a flat rate based on faculty rank to replace the current method.
 - c. Make a recommendation to the provost for adjustments in the use of an appropriate and fair mechanism for determining faculty compensation for summer teaching.
3. Each college should be charged with engaging the faculty and staff in:
 - a. Development of a strategic recruitment and retention plan with the goal of increasing the enrollment and retention of students in individual colleges. The plans must include specific goals to be achieved within a specific timeline. For instance, the goal for the College of Business and Global Affairs could be to increase the enrollment of the MBA program by 10% by the end of 2024-2025 academic year.
4. Review programs that consistently have low enrollments and assess their long-term viability.
5. Increase adjunct faculty compensation from \$2,010 to \$2,500 for teaching a 3-credit course and compensation for faculty for overload teaching from \$1,815 to \$2,500.
6. All units should prepare a tentative budget-reduction plan for the fiscal year 2024-2025 in the same manner as they did for FY 2023-2024 to be prepared in advance for unforeseen financial difficulties.

Objective 2:

1. Develop a plan for increasing the staff compensation to be competitive with the job market, especially within the state of Tennessee.
2. Develop a plan for increasing the adjunct faculty and overload compensation to be competitive with the job market, especially within the state of Tennessee.
3. Develop a plan for hiring more Physical Plant staff with adequate compensation in order to enhance the quality of facility maintenance to the level 2-APPA standards.
 - a. Create an internal ad-hoc committee to conduct a careful review of the staff compensation to determine ways to raise it to the level competitive with that of the staff at other institutions within the UT System.

4. Develop a plan for increasing the compensation for student workers to be competitive with the job market, especially within the state of Tennessee.
5. Develop a plan for making appropriate adjustments in faculty salaries relative to the peer institutions and closing the salary gaps among faculty in each discipline within the university.

Strategic Plan Goal V

(Aligns with UT Systemwide Strategic Plan Pillar 2 and 3)

Goal V: Through service and advocacy, UT Martin will improve the vitality and prosperity of West Tennessee and beyond.

Objectives

- Create awareness of being the cultural hub for Northwest Tennessee and the region.
- Promote civic engagement through service learning, internships, undergraduate research, and travel-study.
- Designate an office to serve as a clearinghouse, and coordinate outreach and community activities directed at research, outreach, and economic development.
- Implement a comprehensive strategic communications and marketing plan in support of the university's focused direction and increased contributions to communities, the region, and the state.

Recommendations

1. Continue to advocate and raise funds for the Northwest Tennessee Arts Center.
2. Expand this goal to include community services outside of student activities such as volunteering and recycling.
3. Define student research and create clear parameters.
4. Ensure all travel-study programs are included in the records for the Center for Global Education and Experience for compliance/reporting and SGA funds used for travel included in reporting.
5. Track internship scholarships – Career Planning and Development (CPAD), agriculture, business – tracking and expansion to other areas.
6. Increase on-campus internships through Handshake connection with departments – pilot to better implement and document internships.

7. Continue with additional micro-internships opportunities such as the one with Parker Dewey.
8. Continue goal of coordinating Research, Outreach, and Economic Development activities.
9. Establish comprehensive tracking of public service activities and outreach to assist with assessment and improvement.
10. Continue community connections related to quality of life - mental/physical/emotional health, volunteering, and networking
11. Economic impact/needs studies - funding included in the TEST Hub proposal to be completed in the next two years
12. Blue Oval City Response Team - maintain core group to serve as a coordinating body for workforce, curriculum, communication, etc.

Appendix 1: Strategic Plan Refresh Team Members

Goal 1

Co-Chair: Nancy Buschhaus
Co-Chair: Stephanie Kolitsch
Ross Pruitt
Clint Taylor
Tim Dasinger
Saman Sargolzaei
Sarah Haig
Heidi Busch
Joey Mehlhorn
Erica Bell
Adam Wilson

Goal 2

Co-Chair: Ashley Bynum
Co-Chair: Jamie Mantooth
Danny Pirtle
Erik Nordberg
Lauryn Davis
Emilie Head
Tara Tansil Gentry
Ryan Martin
Joe Ostenson
Brad Baumgardner
Kelli Deere
Julius McNair

Goal 3

Co-Chair: Henri Giles
Co-Chair: Grace Ruiz
Renee LaFleur
Kameron Echols
Anthony Prewitt
Joyce Washington
Damien Hanks
Cindy West
Charita Brent

Goal 4

Co-Chair: Amy Belew
Co-Chair: Ahmad Tootoonchi
Gwendolyn Hopkins
Alisha Melton
Kurt McGuffin
Rachna Tewari
Destin Tucker
Anderson Starling
Dana Prince
Erica Bell
Rion McDonald
Brad Burkett
Michael Washington
John Abel

Goal 5

Co-Chair: Alisha Melton
Co-Chair: Katie Mantooth
John Oelrich
Sim Taylor
Dawson Gremmels
Brad Thompson
Hannah Alexander
Justin Martin