Prepare for Takeoff

Five-Year Strategic Plan for
The University of Tennessee at Martin
2018-2023

MARTIN

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Five-Year Strategic Plan for UT Martin

INTRODUCTION AND BACKGROUND

The University of Tennessee at Martin has been a fixture in the West Tennessee educational landscape since its founding as a private institution in 1900. From its roots as a branch campus for the University of Tennessee, UT Martin has grown into a comprehensive university with 6,700 students and multiple locations across West Tennessee and the premier, four-year university in the region.

In January 2017, Dr. Keith S. Carver, Jr., became the university's 11th Chancellor and, with interim Provost Dr. Rich Helgeson launched the first campus-wide Strategic Planning project in more than three decades. Fueled by the Chancellor's vision for UT Martin to "be a hub – the cultural, intellectual and social center for the region," the project was designed to set the course for the next five years. Highly interactive, the planning process engaged campus and external communities, highlighted critical priorities and provided clear methods for measuring progress.

This planning effort occurs at a critical time in Tennessee. In 2012, the University of Tennessee System implemented a comprehensive Strategic Plan for the System Administration and established a series of overarching themes for the statewide enterprise. That plan, as is UT Martin's plan, was developed in response to a very dynamic and changing higher education landscape.

Public colleges and universities are being asked by state and national accrediting bodies and government agencies to provide evidence of quality; increased access, graduation and retention rates; and more graduates than at any time in history.

Additionally, in 2010, the state of Tennessee adopted the Complete College Tennessee Act, an aggressive performance funding model. On the heels of this new paradigm for public funding, came a flurry of new state-approved programs such as the Tennessee Promise, Tennessee Reconnect and Tennessee Strong. While these programs help provide higher education access to a record number of Tennesseans, public colleges and universities are required to operate at new levels of accountability, efficiency and enterprise risk management to compete and thrive.

The context in Tennessee is not unlike the trends nationally and globally. The value and relevance of a higher education degree are being questioned as market expectations are increasingly career-focused at the same time that federal and state executives and legislators are holding steady or reducing public investment in education. There are many new tools on the horizon, but they are costly and require changes in the "business of education," including big data tools and predictive analysis enabled by new technologies, emerging demands for new curricular options as jobs of the future change dramatically, and increased philanthropic investment to sustain and grow institutional bottom lines. To maintain their support, consumers also desire leadership from colleges and universities to build and improve

relationships – from public-private partnerships to strengthen local and regional economics, to greater diversity and inclusion, to demands for personalization in communication and other interactions.

Aligned with the UT System Strategic Plan objectives, UT Martin also launched its Strategic Planning project with a track record of success in several key areas: (1) mid-range or higher status among 10 peer institutions for academic, graduation and diversity rates; (2) a better-than-average position among alumni for support as students, learning experiences and well-being, but who also sought higher levels of support for career preparation; and (3) a significant economic impact to West Tennessee for the local business community, tax revenues and future earnings of graduates.

Framed by all these factors, careful, thoughtful planning was essential for success.

THE STRATEGIC PLANNING PROCESS

Chancellor Carver launched the initial planning process in June 2017 with engagement activities designed to expand and strengthen relationships among faculty, staff, students, legislators, friends, alumni and the businesses and other organizations in the region. Planned for "impact," the process had several other objectives:

- Broad community and institutional alignment and commitment to the UT Martin of the future
- Focus on and delivery of key goals critical to student and regional economic success
- Maximizing UTM's value to students, stakeholders, the region and Tennessee

Nearly 600 individuals participated in the planning effort, including task force members, focus groups and targeted and broad outreach to campus and external constituencies.

Leading the process was a 15-member Steering Committee of faculty, staff, students, alumni and business leaders:

- Rich Helgeson (chair) - UTM Interim Provost & Vice Chancellor for Academic Affairs & Professor, UTM Department of Engineering
- Kiara Castleman - Assistant Registrar, Office of Academic Records
- Chris Caldwell - President of UTM Faculty Senate & Professor, UTM Department of Mathematics and Statistics
- Charley Deal - UTM Interim Director of Research, Grants and Contracts & Executive Director, WestStar
- Pete Gibson - UTM Employee Relations Council Representative & Administrative Specialist, Maintenance Center
- Nell Gullett - Professor, UTM Department of Accounting, Finance, Economics, and Political Science
- Jennifer Hampton - Edward Jones, Martin, & UTM alumna

- Jordan Long - President of UTM Student Government Association
- Jamie Mantooth - Executive Director, UTM Enrollment Services and Student Engagement
- Petra McPhearson - UTM Vice Chancellor for Finance and Administration
- Richard Robinson - Associate Professor, UTM Department of Communications
- Brian Smith - The Sideline, Martin, & UTM alumnus
- Brad Thompson - Director of Martin Community Development
- Margaret Toston - UTM Vice Chancellor for Student Affairs
- Todd Winters - Dean, UTM College of Agriculture and Applied Sciences & Professor, UTM Department of Agriculture, Geosciences, and Natural Resources

Activities of the transparent process were reported in a timely fashion through campus updates and a dedicated website allowing the UT Martin community to track the project from start to finish. http://www.utm.edu/strategic/

PROJECT DESIGN

The year-long planning process consisted of five (5) phases:

PHASE 1: Project Launch (June-September 2017)
In this initial phase, the Steering Committee was formed and broad stakeholder engagement began. UT Martin also conducted some benchmarking and external assessment activities. The website and project communications efforts were launched.

PHASE 2: Data Analysis and Strategic Directives (September-October 2017)
This began by finalizing the project plan and high-level strategic directives by the Chancellor's leadership team. The process also finalized an environmental scan.

PHASE 3: Goals and Engagement (November 2017-February 2018)
This phase included the development of an initial strategic framework developed by the Steering Committee. Task Forces were also formed and charged.

PHASE 4: Draft Strategic Plan and Business Plan (February-April 2018)
The fourth phase included the development of the first draft of the Strategic Plan. It also included the development of a business plan and resource plan framework.

PHASE 5: Engagement and Final Draft Plan (April-May 2018)
This phase utilized broad stakeholder engagement and the drafting of an implementation framework. The Steering Committee also revised and recommended a final draft plan.

PHASE 6: Final Strategic Plan and Implementation Launch (May-June 2018)
This final phase of the planning project involved the leadership team finalizing the plan, setting an implementation strategy and schedule, and determining a budget. A dashboard

will be developed to measure and report progress. A draft plan will be presented to the UT Board of Trustees at the June 2018 annual meeting. Following Board of Trustee approval, implementation of the plan will begin.

REVISED MISSION STATEMENT

The University of Tennessee at Martin educates and engages responsible citizens to lead and serve in a diverse world.

CORE VALUES

We value...

- Academic Program Excellence
- Student Experience and Success
- Inclusion
- Advocacy and Service

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STRATEGIC GOALS AND OBJECTIVES

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

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

Performance Goal Statement I – By 2023, provide high-quality educational experiences to all of our undergraduate students through high-impact activities, such as domestic and international studies, research and mentorships, and as measured by increased overall positive alumni and employer satisfaction survey results.

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

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

Performance Goal Statement II – By 2023, using current retention and graduation data and recruitment data currently being established, UTM will achieve the following benchmarks:

- Recruitment – 1,400 freshmen and 600 transfers (+26.4%)
- Retention - 80% (+ .8% per year)
- Graduation – 53% (6-year rate)

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

1. Elevate support and visibility of the office of multicultural affairs.
2. Demonstrate commitment to the richness of UTM's 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.
3. Establish a plan for recruiting diverse faculty and staff on an inclusive campus.

Performance Goal Statement III – By 2023, using baseline data established in 2019, increase level of student engagement in culturally diverse activities by 10%.

STRATEGIC GOALS AND OBJECTIVES

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

1. Enhance and diversify revenue streams through internal cost efficiencies, philanthropy and partnerships.
2. Implement more competitive salary and compensation plans to attract and retain a qualified and diverse workforce.
3. Prioritize critical facilities growth and improvements that advance our strategic goals.

Performance Goal Statement 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.

Goal V: Improve the vitality and prosperity of West Tennessee and beyond and increase the visibility of UT Martin through service and advocacy.

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

Performance Goal Statement V – By 2023, through a newly-designated office focusing on research, outreach and economic development, the university will increase research and public service activities from the 2019 baseline data.

IMPLEMENTATION FRAMEWORK

Effective July 1, 2018, the Strategic Plan will launch with the first 24 months of actions in support of the plan's five-year framework and current budget resources. In parallel, UT Martin's new Provost, Dr. Philip Acree Cavalier, will begin his term at the university and work closely with the Chancellor to oversee the plan's implementation.

Implementation Champions, two per goal, will lead small task forces to ensure progress toward goals and objectives. Initially these task forces will determine the actual key performance indicators that will be measured on the dashboard, affirm timelines for tactics, develop metrics and recommend the first 24-months' activities according to university priorities and human and financial resources. In the first year, these task forces will develop detailed project plans for each goal and meet monthly to deliver quarterly reports to the Provost and Chancellor.

Additionally, a Dashboard Committee will convene to incorporate and report relevant and timely measurement or trend data. This committee will consist of representatives from Information Technology, Institutional Research, the accreditation office and select members from the Goal Implementation Task Forces. The dashboard will be prominently marked on the UT Martin Strategic Plan website.

The Implementation Committee will also convene quarterly to review the progress toward goals; determine new, emerging themes that develop during the implementation process; and recommend reforecasting, as necessary, as situations change. Updates to the Strategic Plan and dashboard will be reported to the university community and posted on the Strategic Planning website.

The Strategic Plan provides the themes that will guide budget priorities for the next five years as we maintain our core strengths, are mindful of new opportunities, generate new resources to achieve our aims and redirect current resources, where appropriate. Initially UT Martin will rely on reallocation of existing resources and any money created through institutional efficiencies to support the Strategic Plan.

A fully developed Strategic Plan budget will highlight where additional resources will be needed. The Division of University Advancement will be joined by others to develop an aggressive plan to promote philanthropic giving in support of the plan and engage alumni, donors and friends to assist the university in accomplishing its ambitions. This is an ambitious, but achievable strategic undertaking for UT Martin to "Soar." The Chancellor, Provost and Implementation Champions will also determine how enrollment growth, partnerships, grants and other resources will advance the plan's goals and outcomes.