

**THE UNIVERSITY OF TENNESSEE AT MARTIN
ADVISORY BOARD**

Special Meeting

1:00 p.m. (CDT)
Wednesday, January 9, 2019

Boling University Center, Room 206
UT Martin Campus

AGENDA

- I. Call to Order and Roll Call
- II. Opening Remarks by Chancellor
- III. Review of UT FOCUS Act Legislation & Role of the Advisory Board
- IV. Adoption of Bylaws of the Advisory Board..... Tab 1
- V. Election of the Chair of the Board..... Tab 2
- VI. Appointment of a Student Member..... Tab 3
- VII. Election of Secretary of the Board..... Tab 4
- VIII. Setting Future Dates for Regular Meetings of the Board..... Tab 5
- IX. Strategic Plan, Student Profile, Impact Study..... Tab 6
- X. Closing Remarks by the Chair
- XI. Adjournment

THE UNIVERSITY OF TENNESSEE AT MARTIN
ADVISORY BOARD

ACTION ITEM

DATE: January 9, 2019

ITEM: Adoption of Bylaws of the Advisory Board

RECOMMENDATION: Approval

The following Bylaws are proposed for the newly constituted UT Martin Advisory Board. The proposed Bylaws establish the Advisory Board responsibilities and rules of procedure as outlined by the UT Focus on College and University Success (FOCUS) Act and directed by the UT Board of Trustees.

Motion: I move adoption of the Resolution presented in the meeting materials.

**BYLAWS OF
THE UNIVERSITY OF TENNESSEE AT MARTIN ADVISORY
BOARD**

**Article I
Name and Purpose**

Section 1.1 This advisory board has been established pursuant to Tennessee Code Annotated §§ 49-9-501 through -503 and shall be known as The University of Tennessee at Martin Advisory Board, hereinafter referred to in these Bylaws as "Advisory Board").

Section 1.2 The purpose of the Advisory Board shall be to carry out the responsibilities outlined in Section 2.1 of these Bylaws.

**Article II
Responsibilities**

Section 2.1 Pursuant to Tennessee Code Annotated § 49-9-503(a), the Advisory Board shall have the following responsibilities:

- (a) Submit a recommendation regarding the proposed operating budget, including tuition and fees, for the campus in accordance with the process established by the University of Tennessee ("University") Board of Trustees ("Board of Trustees") pursuant to Tennessee Code Annotated § 49-9-209(d)(1)(N);
- (b) Submit a recommendation regarding the strategic plan for the campus in accordance with the process established by the Board of Trustees pursuant to Tennessee Code Annotated § 49-9-209(d)(1)(O);
- (c) Advise the Chancellor regarding operations and budget, campus master plan, campus life, academic programs, policies, and other matters related to the campus and as may be requested by the Chancellor from time to time;
- (d) Under the leadership of the Chancellor, seek to promote the overall advancement of the campus and The University of Tennessee System;
- (e) Advise the Board of Trustees or the President on matters related to the campus or the system as may be requested by the President or the Board of Trustees from time to time; and
- (f) Comply with the Tennessee Open Meetings Act, Tennessee Code Annotated §§ 8-44-101 et seq. except as authorized by a statutory or judicially recognized exception to the Tennessee Open Meetings Act.

Section 2.2 As provided by Tennessee Code Annotated § 49-9-503(b), the responsibilities of, and any actions taken by, the Advisory Board shall not conflict with or inhibit the authority of the Board of Trustees.

Section 2.3 Each member shall conduct any efforts on behalf of the Advisory Board within the scope of the responsibilities provided in Section 2.1 of these Bylaws and in compliance with applicable University policies.

Article III Membership

Section 3.1 Membership on the Advisory Board is governed by the provisions of Tennessee Code Annotated § 49-9-501. The following sections represent a summary of some of the key statutory provisions.

Section 3.2 Number of Members and Appointing Authority. Pursuant to Tennessee Code Annotated § 49-9-501, the Advisory Board shall consist of five (5) members appointed by the Governor, one (1) faculty member appointed by the campus Faculty Senate, and one (1) student appointed by the Advisory Board. The Chancellor shall ensure that each new member receives a copy of these Bylaws and is notified of the expectations and responsibilities of membership.

Section 3.3 Term of Members Appointed by the Governor. The terms of the initial members appointed by the Governor shall be two (2), three (3), and four (4) years, as designated by the Governor, beginning on the date of appointment and ending on June 30 of the last year of the designated term. For all subsequent appointments by the Governor, the term shall be four (4) years from July 1 through June 30. All members appointed by the Governor must be confirmed by joint resolution of both houses of the Tennessee General Assembly; provided that if the General Assembly is not in session when an appointment is made, the members shall serve for the appointed term unless the appointment is not confirmed within ninety (90) calendar days after the General Assembly next convenes in regular session. Members may not serve more than two (2) consecutive terms but may be reappointed after four (4) years have elapsed since the last date of service on the Advisory Board.

Section 3.4 Term of the Faculty Member. The term of the initial faculty member shall begin on the date of the initial meeting of the Advisory Board and end on June 30 of the next year. For all subsequent faculty member appointments, the term shall be two (2) years beginning July 1 and ending June 30.

Section 3.5 Term of the Student Member. The term of the initial student member shall begin on the date of appointment by the Advisory Board and end on June 30 of

the same year. For all subsequent student member appointments, the term shall be one (1) year beginning July 1 and ending June 30.

Article IV Conflict of Interests

Section 4.1 General Conflict of Interests. Members shall not use the authority, title, prestige, or other attribute of the office to acquire benefit or gain for themselves or for any relative. Nor shall members use the authority, title, prestige, or other attribute of the office to obtain favored consideration or treatment of any person, including but not limited to efforts to influence administrative decisions with respect to an individual's admission, employment, discipline, or similar matters. Members shall not knowingly accept any gift, favor, or gratuity from any person or entity that could reasonably be expected to affect the member's independence of judgment in performing official duties; however, this shall not be construed to prohibit acceptance of benefits from the University provided to all members by virtue of the office or provided in connection with donations to the University.

Section 4.2 Financial Conflict of Interests. It shall be the duty of each member of the Advisory Board to avoid any financial conflict of interests as defined in this Section 4.2. Tuition and fee payments, scholarships and other financial aid awards, and donations do not constitute a financial conflict of interests. Salary, a stipend, and other compensation for services paid by the University to the faculty member and student member of the Advisory Board do not constitute a financial conflict of interests.

Section 4.2(a) Direct Interest. A financial conflict of interests exists when a member has a direct interest in a contract with the University. "Direct interest" means a contract with the member personally or with any business in which the member is the sole proprietor, a partner, or the person having the controlling interest. The interests of a member's spouse and dependent children or stepchildren shall be treated as the member's interest for the purpose of determining whether the member has a direct interest. "Controlling interest" means the individual with the ownership or control of the largest number of outstanding shares owned by any single individual or corporation.

Section 4.2(b) Indirect Interest. A financial conflict of interests also exists when a member has an indirect interest in a contract with the University unless the member has disclosed his or her interest in accordance with Section 4.2(c). "Indirect interest" means a contract in which the member has an interest that is not a "direct interest" as defined in Section 4.2(a). The interests of a member's spouse and dependent children or stepchildren shall be treated as the member's interest for the purpose of determining whether the member has an indirect interest.

Section 4.2(c) Attempt to Influence a University Contract. A member shall not attempt to influence any person who is involved in making or administering a contract with the University if the member would derive a direct benefit from the contract. Nor shall a member solicit or receive any gift, reward, or promise of reward in exchange for recommending, influencing, or attempting to influence the award of a contract by the University.

Section 4.2(d) Disclosure of Financial Interests. Initial members of the Advisory Board shall file a disclosure of financial interests with the Chancellor within thirty (30) calendar days after the called initial meeting of the Advisory Board. Thereafter, new members of the Advisory Board shall file the disclosure with the Chancellor within thirty (30) calendar days of appointment. After filing the disclosure, a member who becomes aware of a financial interest that may constitute a conflict of interest as defined in this Section 4.2 shall provide written notice to the Chancellor within seven (7) calendar days.

Section 4.2(e) Addressing Financial Conflicts of Interest. The Chancellor shall review all disclosures of financial interests filed by members with the Chair of the Advisory Board. It shall be the responsibility of the Chancellor to take necessary or appropriate steps to address any potential or actual financial conflict of interests of any member.

Article V Officers

Section 5.1 Chair. The presiding officer of the Advisory Board shall be the Chair, who shall be elected by the Advisory Board. The term of the initial Chair shall begin on the date of election and end on June 30 of the following year. Thereafter, the term of the Chair shall begin on July 1 and end on June 30 of the second succeeding year. The Chair may not be elected to more than three (3) consecutive terms except upon the affirmative roll-call vote of a majority of the total membership. The Chair shall preside at all meetings of the Advisory Board; shall be responsible, in consultation with the Chancellor, for coordinating the work of the Advisory Board; and shall be the spokesperson for the Advisory Board. If the Chair knows in advance that he or she will not be able to attend a meeting, the Chair shall appoint a Chair *pro tem* to preside over the meeting. In the unexpected absence of the Chair, the Chancellor shall preside over the meeting until the Advisory Board acts to appoint a Chair *pro tem*.

Section 5.2 Secretary. On the recommendation of the Chancellor, the Advisory Board shall elect a member of the campus administrative staff to serve as Secretary. The Secretary shall serve at the pleasure of the Advisory Board and without a definite term. The Secretary shall assist the Chair and the Chancellor in preparing the agenda and materials for Advisory Board meetings; prepare and maintain minutes of Advisory Board meetings; maintain a current set of the Bylaws and a record of all Bylaw

amendments; and maintain all records pertaining to the business of the Advisory Board, except as may be otherwise provided by policies of the Board of Trustees or the University.

Article VI Operating Budget

Section 6.1 Financial support for the work of the Advisory Board shall be provided exclusively from the campus operating budget through established budgetary procedures. The Advisory Board's receipts and expenses shall be budgeted and accounted for in separate accounts. The accounts shall be specifically identifiable in the detail of the operating budget.

Article VII Meetings

Section 7.1 Regular Meetings. In accordance with Tennessee Code Annotated § 49-5-502(a), the Advisory Board shall hold at least three (3) regular meetings each year on a day or days determined by the Advisory Board from year to year.

Section 7.2 Special Meetings. Special meetings of the Advisory Board may be called by the Chair or the Chancellor when deemed necessary.

Section 7.3 Location of Meetings. Regular and special meetings of the Advisory Board may be held at any location in Weakley County.

Section 7.4 Notice of Meetings. Notice of meetings may be delivered to members by postal mail, courier, electronic mail, or facsimile transmission. As required by Tennessee Code Annotated § 8-44-103(a) and (b), adequate public notice shall be given of all regular and special meetings.

Section 7.5 Meetings Open to the Public. In compliance with Tennessee Code Annotated § 49-9-503(a)(6), meetings of the Advisory Board shall be open to the public except as authorized by a statutory or judicially recognized exception to the Tennessee Open Meetings Act.

Section 7.6 Agenda. An agenda for every meeting of the Advisory Board shall be prepared by the Chancellor in consultation with the Chair and with the assistance of the Secretary. The agenda shall list in outline form each item to be considered at the meeting. When feasible, a copy of the agenda shall accompany the notice of the meeting, but when not feasible, a copy shall be provided to the members before the meeting date. Items not appearing on the agenda of a regular meeting may be considered only upon an affirmative roll-call vote of a majority of the total voting

membership of the Board. Items not stated in the call of a special meeting may not be considered at the meeting.

Section 7.7 Manner of Voting. In accordance with the Tennessee Open Meetings Act, all votes by the Advisory Board shall be by public voice vote, public ballot, or public roll-call vote, and proxy votes are not allowed. A public roll-call vote shall be required on the following: (1) all motions related to adoption, amendment, repeal, or suspension of these Bylaws in whole or in part; and (2) on any other motion if a voting Board member present at the meeting requests a roll-call vote before a vote is taken or demands a roll-call vote before the Chair announces the result of a vote.

Section 7.8 Participation in Meetings by Electronic or Telephonic Means. The Chair, after consultation with the Chancellor, may allow members to participate in a meeting by any means of electronic or telephonic communication, subject to the following requirements of the Tennessee Open Meetings Act:

- (1) A quorum of four (4) members must be physically present at the location specified in the public notice as the location of the meeting.
- (2) The meeting must be audible to the public at the location specified in the public notice of the meeting.
- (3) All members must be able to hear and speak to each other during the meeting.
- (4) Any member participating by telephonic or electronic means must identify the persons present at the location from which the member is participating.
- (5) Before the meeting, any member who will not be physically present at the meeting location specified in the public notice shall be provided with documents to be discussed at the meeting with substantially the same content as the documents presented at the meeting.
- (6) All votes shall be taken by roll call.

Article VIII Quorum

Section 8.1 Four (4) members shall constitute a quorum empowered to transact any business of the Advisory Board.

Section 8.2 The action of a majority of the quorum of members present at any meeting shall be the action of the Advisory Board, except as otherwise provided in these Bylaws.

Article IX Committees

Section 9.1 The Chair is authorized to appoint such committees and committee chairs as the Chair may deem necessary from time to time.

Article X
Rules of Procedure

Section 10.1 Questions of procedure and organization not specifically addressed in these Bylaws shall be governed by rules contained in the most current edition of *Robert's Rules of Order Newly Revised* to the extent applicable and consistent with these Bylaws and any special rules of order, standing rules, or policies adopted by the Advisory Board.

Article XI
Adoption, Amendment, and Repeal of Bylaws

Section 11.1 These Bylaws shall be adopted by an affirmative two-thirds (2/3) roll-call vote of the total membership of the Advisory Board and shall be provisionally effective until subsequent review and approval by the Board of Trustees.

Section 11.2 The Advisory Board may change these Bylaws by amendment, by adoption of one or more new Bylaws, or by repeal of one or more existing Bylaws at any regular or special meeting by an affirmative two-thirds (2/3) roll-call vote of the total membership of the Advisory Board; provided that a copy of the amendments or new Bylaws to be offered or notation of the Bylaws to be repealed shall be furnished to each member in writing at least seven (7) days in advance of the meeting; and provided further that any change to the Bylaws shall not be effective until approved by the Board of Trustees.

**THE UNIVERSITY OF TENNESSEE AT MARTIN
ADVISORY BOARD**

ACTION ITEM

DATE: January 9, 2019

ITEM: **Election of the Chair of the Board**

RECOMMENDATION: Approval

The Bylaws proposed for adoption at this meeting provide for the Board to elect from its voting members a Chair to serve for a term beginning on the date of election and ending June 30, 2020.

**THE UNIVERSITY OF TENNESSEE AT MARTIN
ADVISORY BOARD**

ACTION ITEM

DATE: January 9, 2019

ITEM: **Selection of the Student Member of the Board**

RECOMMENDATION: Approval

The Bylaws proposed for adoption at this meeting provide for the Board to appoint a Student Member to serve for a term beginning on the date of election and ending June 30, 2019. For subsequent student member appointments, the term shall be one year beginning July 1 and ending June 30.

**THE UNIVERSITY OF TENNESSEE AT MARTIN
ADVISORY BOARD**

ACTION ITEM

DATE: January 9, 2019

ITEM: **Election of the Secretary of the Board**

RECOMMENDATION: Approval

The Bylaws proposed for adoption at this meeting provide for the Board to elect the Secretary to the Board based upon the recommendation of the Chancellor from the campus administrative staff. The Secretary shall serve at the pleasure of the Advisory Board and without a definite term. The Secretary shall assist the Chair and the Chancellor in preparing the agenda and materials for Advisory Board meetings; preparing and maintaining minutes of Advisory Board meetings; maintaining a current set of the Bylaws and a record of all Bylaw amendments; and maintaining all records pertaining to the business of the Advisory Board, except as may be otherwise provided by policies of the Board of Trustees or the University.

**THE UNIVERSITY OF TENNESSEE AT MARTIN
ADVISORY BOARD**

ACTION ITEM

DATE: January 9, 2019

ITEM: **Setting Future Dates for Regular Meetings of the Board**

RECOMMENDATION: Approval

The dates presented in the Resolution below are proposed for regular meetings of the Board for the remainder of 2019 and all of 2020.

Motion: I move adoption of the Resolution presented in the meeting materials.

**THE UNIVERSITY OF TENNESSEE AT MARTIN
ADVISORY BOARD**

Future Meeting Dates for Regular Meetings of the Board

April 22-26, 2019 (<i>Friday, April 26, 2019</i>)	Annual (Summer) Meeting
September 16-20, 2019 (<i>Friday, September 20, 2019</i>)	Fall Meeting
January 6-10, 2020 (<i>Friday, January 10, 2020</i>)	Winter Meeting
May 4-8, 2020 (<i>Friday, May 8, 2020</i>)	Annual (Summer) Meeting
September 14-18, 2020 (<i>Friday, September 18, 2020</i>)	Fall Meeting

PREPARE FOR TAKEOFF

UT Martin Strategic Plan for 2018-2023

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

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.

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.

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.

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.

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.

PREPARE FOR TAKEOFF

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



PREPARE FOR TAKEOFF

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

PREPARE FOR TAKEOFF

Five-Year Strategic Plan for UT Martin

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

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- 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

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Five-Year Strategic Plan for UT Martin

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



PREPARE FOR TAKEOFF

Five-Year Strategic Plan for UT Martin

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%.

PREPARE FOR TAKEOFF

Five-Year Strategic Plan for UT Martin

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.

PREPARE FOR TAKEOFF

Five-Year Strategic Plan for UT Martin

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.

MARCH 2016

The University of Tennessee at Martin (UT Martin) creates a significant positive impact on the business community and generates a return on investment to its major stakeholder groups—students, taxpayers, and society. Using a two-pronged approach that involves an economic impact analysis and an investment analysis, this study calculates the benefits to these groups. Results of the analysis reflect Fiscal Year (FY) 2014-15.

IMPACT ON BUSINESS COMMUNITY

During the analysis year, UT Martin and its students and visitors added **\$481.1 million** in income to the West Tennessee economy, approximately equal to **0.7%** of the region's total GRP. This impact is nearly the same size as the entire Private Education Services industry in the region.

Operations spending impact

- UT Martin payroll amounted to **\$67.2 million**, much of which was spent in West Tennessee to purchase groceries and other household goods and services. The university spent another **\$52.2 million** to support its day-to-day operations.
- The net impact of university payroll and expenses in West Tennessee during the analysis year was approximately **\$94.9 million** in added income.

Impact of student spending

- Some out-of-region students relocated to West Tennessee to attend UT Martin and some in-region students would have left the region if not for UT Martin. These students that relocated and were retained spent money on groceries, transportation, rent, and so on at regional businesses.
- These students expenditures during the analysis year added approximately **\$8 million** in income to the regional economy.

Visitor spending impact

- Out-of-region visitors attracted to West Tennessee for activities at UT Martin brought new dollars to the economy through their spending at hotels, restaurants, gas stations, and other regional businesses.
- Visitor spending added approximately **\$3.3 million** in added income for the West Tennessee economy.

IMPACTS CREATED BY UT MARTIN IN FY 2014-15

Added income	Jobs
\$94.9 million	1,471
Operations spending impact	
\$8 million	221
Student spending impact	
\$3.3 million	81
Visitor spending impact	
\$374.9 million	6,301
Alumni impact	
\$481.1 million	8,074
Total impact	

Alumni impact

- Over the years, students have studied at UT Martin and entered the workforce with newly-acquired skills. Today, thousands of these former students, including a number of students from outside the state, are employed in West Tennessee.
- The accumulated contribution of former students currently employed in the regional workforce amounted to **\$374.9 million** in added income during the analysis year.

RETURN ON INVESTMENT TO STUDENTS, TAXPAYERS, & SOCIETY

Student perspective

- UT Martin’s FY 2014-15 credit and non-credit students paid a total of **\$41.4 million** to cover the cost of tuition, fees, and supplies. They also forwent **\$97.1 million** in money that they would have earned had they been working instead of learning.
- In return for the monies invested in the university, students will receive a present value of **\$465.1 million** in increased earnings over their working lives. This translates to a return of **\$3.40** in higher future earnings for every \$1 that students invest in their education. The average annual return for students is **14.3%**.

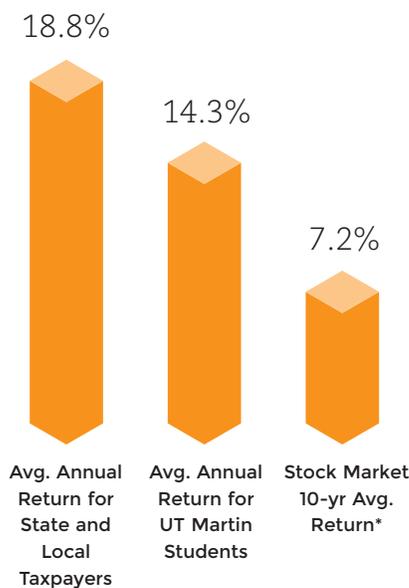
Taxpayer perspective

- In FY 2014-15, state and local taxpayers in Tennessee paid **\$43.4 million** to support the operations of UT Martin. The net present value of the added tax revenue stemming from the students’ higher lifetime earnings and the increased output of businesses amounts to **\$204.1 million** in benefits to taxpayers. Savings to the public sector add another **\$54.1 million** in benefits due to a reduced demand for government-funded services in Tennessee.
- Dividing benefits to taxpayers by the associated costs yields a **5.1** benefit-cost ratio, i.e., every \$1 in costs returns \$5.10 in benefits. The average annual return on investment for taxpayers is **18.8%**.

Social perspective

- The economic base in Tennessee will grow by **\$1.9 billion** over the course of the students’ working lives. Society will also benefit from **\$344.1 million** in present value social savings related to reduced crime, lower unemployment, and increased health and well-being across the state.
- For every dollar that society spent on UT Martin during the analysis year, society will receive a cumulative value of **\$10.00** in benefits, for as long as the FY 2014-15 credit and non-credit student population at UT Martin remains active in the state workforce.

FIGURE 1: Student and Taxpayer Rate of Return



* Forbes’ S&P 500, 1994-2014.

FOR EVERY \$1 SPENT BY...	
Students	\$3.40 Gained in lifetime earnings for STUDENTS
Taxpayers	\$5.10 Gained in added state revenue and social savings for TAXPAYERS
Society	\$10.00 Gained in added taxes and public sector savings for SOCIETY

MEET THE CLASS OF 2022



THE UNIVERSITY OF TENNESSEE MARTIN

1,143
NEW FRESHMEN

7,069
TOTAL STUDENTS

TOP 8 MAJORS

- AGRICULTURE
- NURSING
- BIOLOGY
- HEALTH & HUMAN PERFORMANCE
- ENGINEERING
- CRIMINAL JUSTICE
- MANAGEMENT
- INTEGRATED STUDIES

TOP 4 COUNTRIES

SOUTH KOREA
INDIA
BRAZIL
BELGIUM



MOST POPULAR NAMES
FIRST NAMES

MALE:

JOHN 13
JACOB 12
MICHAEL 10
JAMES 9
JOSHUA 9

FEMALE:

MADISON 21
HANNAH 16
RACHEL 13
ANNA 12
ASHLEY 11

LAST NAMES

JOHNSON 15 • JONES 12 • BROWN 10 • MOORE 10 • SMITH 10

NEWEST SKYHAWKS REPRESENT

66

OF 95
TENNESSEE COUNTIES



AND ARE FROM
26 STATES AND 9 COUNTRIES

TOP 5 STATES

TENNESSEE
ILLINOIS
KENTUCKY
MISSISSIPPI
MISSOURI



STUDENT ATHLETES

106

8

ROTC CADETS

TOP HONORS PROGRAM STUDENTS

UNIVERSITY SCHOLARS **28**
(MAXIMUM CAPACITY)

CHANCELLORS SCHOLARSHIPS **170**

98%
ENROLLED
FULL-TIME

63.2 %
OF STUDENTS IN A LIVING
LEARNING COMMUNITY
(LLC) ARE NEW FRESHMAN



453 • FEMALE • **40%**
690 • MALE • **60%**



16 — AGE RANGE — **52**

