

UT Strategic Plan Steering Committee

Summary Meeting Notes

November 11, 2011, Nashville, TN

- 9:00 Welcome and session expectations*
- 9:15 Review listening sessions feedback/discussion*
- 10:00 Presentation of UT System mission statement draft*
 - *Review of revised “Strawman” strategies*
- 10:30 Small group sessions – review of proposed mission and strategies*
- 11:30 Groups report out*
- 12:00 Lunch – working lunch*
- 12:15 Steering Committee review of small group recommendations*
 - *Finalize the mission statement*
 - *Affirm the strategic goals*
- 1:00 Review of task forces – number, focus for each, assignments, timelines, Steering Committee liaisons and task force launch process*
- 1:50 Wrap-up and next steps*
- 2:00 Adjourn*

Participants: Charles Brinkley, Jr., UT Alumnus, UT Foundation; Lawrence “LB” Brown, Assoc. Prof. of Pharmaceutical Sciences, UTHSC, University-Wide Faculty; Roger Brown, Chancellor, UT Chattanooga; Keith Carver, Executive Assistant to the President, University-Wide Administration; Hank Dye, VP for Public & Government Relations, University-Wide Administration; Linda Hendricks, Chief Human Resources Officer, University-Wide Administration; Mary Jinks, VP of Public Service, Institute for Public Service; Ron Maples, Controller, UTK, University-Wide Administration; Susan Martin, Provost, UTK; Leann McElhaney, Accounting Coordinator, CASNR, University-Wide Staff; Jim Murphy, Board of Trustees member; Jerald Ogg, Provost & VP of Academic Affairs, UT Martin; Stacey Patterson, Director of Research Partnerships, University-Wide Administration; Theotis Robinson, VP for Equity and Diversity, University-Wide Administration; and Shalin Shah, Student, UTC, University-Wide Students.

These members were unable to attend: Larry Arrington, Chancellor, UT Institute of Agriculture, and Steve Schwab, Chancellor, UTHSC.

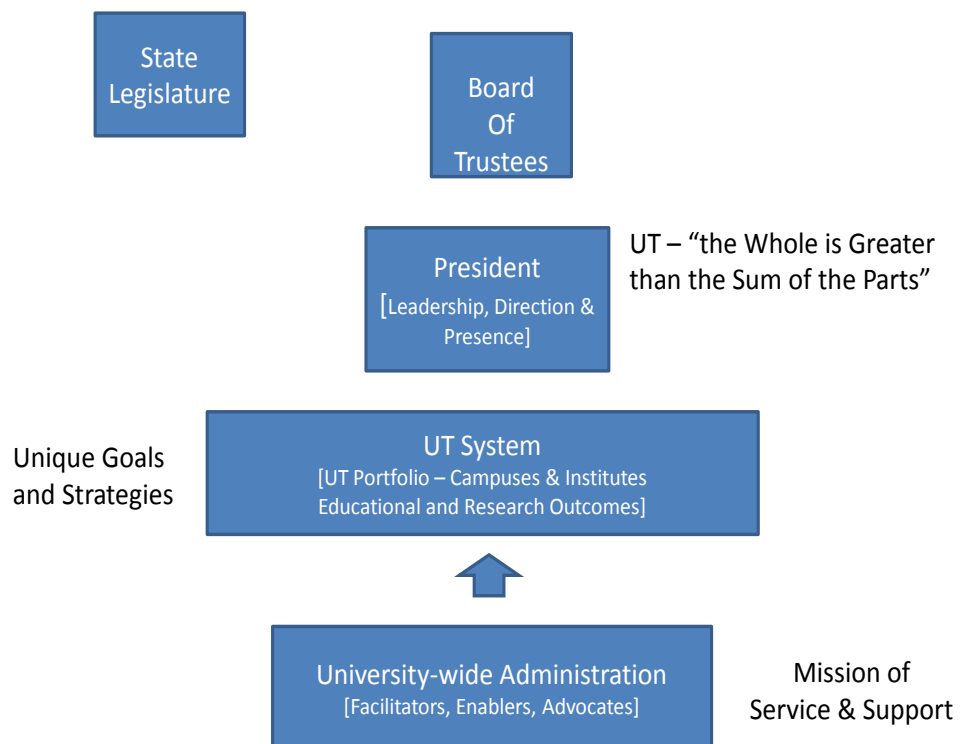
OVERVIEW

During this time of unprecedented change in public higher education and after years of leadership changes at the University of Tennessee, UT President Joe DiPietro in his first year in office is leading a strategic planning process for the UT System. As the United States seeks to regain its once-acknowledged lead in quality higher education and the state's leadership sets higher competitive standards for its public institutions, the University is well-positioned to engage in this planning project. Its focus is clear – a project that embodies best practices of a leadership-driven, collaborative planning model and one that infuses bold questions and strategic thinking to drive courageous decisions to leverage UT's vast assets. The result – 5-year strategic goals, a 10-year strategic focus and a 20-year aspiration – will define the University in 2032.

Within this context, the Steering Committee at its second meeting was presented a call to excellence for “best in class” status as the overall theme and outcome for the planning process. This charge, supported by a refined set of strategic goals, which were informed by the recent listening sessions with all campuses and institutes, provided the platform for committee discussions and work group activities. The results: (1) content revisions to the proposed University mission statement and the existing University-Wide Administration mission statement; (2) refinement of the proposed strategic goals and objectives; and (3) further definition of the next-phase task force composition and work assignments to develop actual initiatives for these strategic goals. These outcomes are described below.

ORGANIZATIONAL ALIGNMENT AND UNDERSTANDING

Definitions and organizational concepts



BEST IN CLASS REQUIRES INTEGRATED PARTNERSHIPS

With a long-term and understanding that “best in class” status is a 20-year aspiration, this strategic planning activity will project and focus on 10-year directional strategies and identify 5-year specific strategic goals and initiatives. In addition to the core educational, research and academic goals, this will require initiatives and culture changes across all areas of the University as illustrated in the following chart.

University of Tennessee Strategic Plan A Conceptual Overview



The Napa Group November 11, 2011

PROPOSED MISSION STATEMENTS

University-wide Administration Mission:

The Mission of the University of Tennessee administration is to advance the educational, discovery, creative and outreach programs of the campuses and institutes through leadership that removes obstacles, understands needs, provides advocacy, secures resources, promotes

accountability, fosters diversity, promotes innovation, coordinates campus efforts, and delivers efficient and effective central services.

Recommendations to the President regarding the University-wide Administration mission statement:

“The mission of the University-wide Administration is to create a collaborative forum for decision-making to advance the educational, discovery and outreach programs of the UT System through leadership that removes obstacles, understands needs, provides advocacy, secures resources, promotes accountability, fosters diversity, promotes innovation, coordinates campus efforts, and delivers efficient and effective central services.”

Proposed UT Mission [from Chancellors committee]:

The University of Tennessee System serves the people of Tennessee and beyond through the discovery, communication and application of knowledge. Undergraduate, graduate and professional education programs prepare students for leadership roles in a global society. Knowledge acquisition and research contribute to the economic, social and environmental health of all Tennesseans. The University of Tennessee System strives to provide access to enhance the application of knowledge through academic programming, educational outreach, diverse experiences and clinical services that impact stakeholders around the world.

Steering Committee recommendations to the Chancellors committee:

“The role of the University of Tennessee is to drive the development of higher education and economic development in Tennessee and beyond by providing vision, advocacy, best practices, quality, diversity, accountability.”

“The University of Tennessee is committed to and supports and expects student success and graduation, discovery and application of knowledge and the development of leaders for Tennessee and the global society.”

“Engage every member of the UT community in understanding the land-grant mission, participating outreach and engagement, communicating the value of outreach to economic development and improved quality of life for Tennesseans.”

“Strengthen University research capacities to provide solutions for critical problems, to grow opportunities for economic development, and to enhance the quality of life in TN, nation and the world”

Add “high-quality educational programs” and the word “excellence” in the last sentence.

REVISED STRATEGIC GOALS AND INITIATIVES PROPOSED TO THE STEERING COMMITTEE

- I. Raise the University of Tennessee’s academic quality, stature and impact
 1. Continue to drive educational excellence and student performance, raising graduation and transfer rates
 2. Strengthen the quality and productivity of UT faculty (recruitment, evaluation, compensation, promotion and retention)
 3. Promote and support innovative and relevant programs
 4. Ensure diversity in the faculty, staff, students and cultural/community life
 5. Renovate and build physical environment and infrastructure to foster excellence in research and education
- II. Strengthen University research capacities to provide solutions for critical problems, opportunities for economic development and enhancements of the quality of life in Tennessee, the nation and the world
 1. Increase extramural funding levels
 2. Intensify faculty research competitiveness in the federal funding arena
 3. Promote and facilitate strategic research partnerships with other research institutions and with industry, worldwide
 4. Optimize the research education experience for undergraduate and graduate students
 5. Better define and measure research outcomes and impacts in the economy
- III. Enhance UT’s outreach and engagement activities
 1. Better define
 2. Better measure
 3. Better communicate
 4. Better motivate alumni and communities
- IV. Ensure the success of these goals
 1. Support campus and institute strategic goals with financial resources and a service culture reflecting a “best place to work”
 2. Implement a collaborative System-wide marketing/communications plan that positions UT campuses and institutes for investment and competitiveness and consistently communicates UT’s contributions to jobs, economic impact and education
 3. Develop and manage an internal communications program that regularly informs the University community about System goals, processes and services

4. Identify and promote compelling opportunities for continued investment in the University by the state, industry and philanthropies

REVISIONS BY THE STEERING COMMITTEE

Revised Goal I: Emphasize educational excellence and student achievement, thereby raising the U of T's academic quality, stature and impact

1. Provide guidance for students and the support services to drive educational excellence and student performance and raise graduation and transfer rates; support educational programs that are integral part of creating a best in class student population and increased visibility of UT students in the community
2. Strengthen the quality, productivity and visibility of UT faculty and UT faculty expertise (recruitment, evaluation, compensation, promotion and retention)
3. Promote and support innovative and collaborative programs, building on the unique capabilities of the System's campuses and institutes
4. Ensure diversity in the faculty, staff, students and cultural/community life
5. Renovate and build physical environment and infrastructure through additional resources that foster excellence in research and education

Revised Goal II: Strengthen University research capacities to provide solutions for critical problems, to grow opportunities for economic development, and to enhance the quality of life in TN, nation and the world.

1. Intensify faculty research competitiveness to increase extramural funding levels, especially in the federal arena
2. Promote and facilitate strategic research partnerships across the UT System and with other institutions and industries to enhance UT's research and education
3. Optimize the research education experience for undergraduate and graduate students to increase the number of students pursuing STEM careers
4. Promote the application of research to help strengthen existing businesses, grow new businesses and produce more high-level jobs
5. Improve policies and procedures for recruitment, promotion and retention of faculty to ensure high-quality research performance
6. Better define and measure research outcomes and impacts in the economy

Revised Goal III: Engage every member of the UT community in understanding the land-grant mission, participating in outreach and engagement and communicating the value of outreach to economic development and improved quality of life for Tennesseans

1. Define the land-grant mission for the 21st century, engaging all campuses/institutes in contributing to community and economic development
2. Ensure that each campus defines its outreach and engagement (service) model and key activities and outcomes
3. Develop tools for collecting, measuring and reporting outreach data and impact across the state
4. Develop communications about “outreach and engagement” that are easily understood by constituents, with appropriate messaging for various groups including alumni and communities

Revised Goal IV: Ensure the success of these goals through an infrastructure and practices that ensure a “best in class” University:

1. Support campus and institute strategic goals with financial resources and a service culture embracing “employer of choice” standards
2. Hire high performers, motivate and reward performance by faculty and staff, require accountability and create alignment around shared responsibility for success
3. Implement a collaborative System-wide marketing/communications plan that positions UT campuses and institutes for investment and competitiveness and consistently communicates UT’s contributions to jobs, economic impact and education
4. Create a “culture of communication” throughout the University through a new internal communications program – both between the System and the campuses and the campuses with each other – that regularly informs the University community about System goals, processes and services through multiple channels
5. Foster and measure alumni and student engagement both in the University and their communities
6. Identify and promote compelling opportunities for continued investment in the University by the state, industry and philanthropies

REVIEW OF TASK FORCES

REVISED TASK FORCES:

1. Student Affairs/Student Experience
2. Academic Affairs
3. Faculty Affairs
4. Staff Affairs
5. Research
6. External Affairs/Communications and Marketing
7. System-wide support systems
8. Leadership and Management
9. Outcome, impact, measurement and reporting
10. Facilities and infrastructure
11. Employer of Choice [includes Compensation Advisory Board members]
12. Driving investment and new revenues

ACTION ITEMS:

- Members of the Diversity Action Council to serve on task forces
- Task Forces will take into account other parallel strategic activities underway and incorporate them into their reporting as initiatives, such as the Compensation Study

NEXT STEPS:

- (1) Steering Committee members review meeting notes and goals revisions; provide comments – by Nov. 28
- (2) Revisions to University-wide Administration Mission statement go to President DiPietro for action
- (3) Revisions to the University of Tennessee Mission go to the Chancellors committee for action
- (4) President and Chancellors continue their work on centralized-decentralized roles and responsibilities within University
- (5) Task Forces – finalized, populated and launched – week of Nov. 28
 - Steering Committee members to suggest members and volunteer as liaisons – by Nov. 21