

## **UT System Strategic Planning Project Steering Committee Summary Notes**

***Launch Meeting, September 28, 2011, Knoxville***

### **Agenda**

8:30 am	Continental Breakfast
9:00	Welcome and Charge – Dr. DiPietro
9:15	Project Overview – The Napa Group <ul style="list-style-type: none"><li>• Review Project Plan and Calendar</li><li>• Steering Committee Roles and Responsibilities</li><li>• Task Forces</li><li>• Communication Plan</li></ul>
10:00	Project Website Preview – Hank Dye
10:15	Break
10:30	Discussion of System Administration mission and proposed strategic objectives
11:00	Breakout Groups & Working Lunch [lunch is available at 12 noon]
12:45 PM	Breakout Groups Reports and Converge Goals <ul style="list-style-type: none"><li>• Next Steps</li></ul>
2:00 pm	Adjourn

### **Welcome and Charge – Dr. DiPietro**

- This strategic planning project will set the tone for UT for the next 5-10 years; it will provide a roadmap focused on the future and how to get there.
- The Steering Committee’s work should be forward-thinking and innovative because higher education has to evolve; also must take into account necessary resources to accomplish the goals.
- The final document should be flexible to change as internal or external circumstances do – a dynamic document.
- The Steering Committee represents a diverse group of constituents and also serves as advocates for the process; we will engage these constituencies along the way.
- It is essential to ensure that the campuses and institutes participate in the plan’s development and see themselves in the outcomes through various activities built into the process.
- Two issues to be addressed by the president and the chancellors are refining the mission statement for the System and defining more clearly centralized and decentralized responsibilities between the System and the campuses and institutes.

## **Project Overview – The Napa Group**

### Project Plan

1. Phase 1 - Project planned & launched – Steering Committee selected and milestones determined; vision, mission and strategies developed – August-September '11
2. Phase 2 - Data-gathered & analyzed; Task Forces and other stakeholders engaged – October '11- January '12
3. Phase 3 - Goals refined; broader stakeholder review; financials analyzed – February-March '12
4. Phase 4 - Plan approved; budget developed – March-April '12
5. Phase 5 - Implementation roadmap activated; outcomes-driven dashboard – May-June '12

### *Discussion:*

- Project website will provide information and reports; desire to have interactive commenting in blog comment format
- Listening sessions – important to participation, influence and buy-in; summary results to be published by topic; Steering Committee members to provide suggestions about individuals/groups to be interviewed

### Steering Committee Roles and Responsibilities

1. Coordination and leadership of the strategic planning process
2. Determining and forming strategic goals; prioritizing initiatives; engaging the task forces
3. Ensuring that project milestones and timelines are met
4. Informing and influencing the constituent review process – meetings, communications and engagement with administrators, faculty, students, staff, alumni, the community and other key stakeholders
5. Serving as advocates for and influencers to the project

### Task Forces

- Will be engaged once the primary plan strategies are developed by the Steering Committee; subject expertise to evaluate and vet the goals and propose revisions or additions
- Opportunity to widen the circle of engagement, influence and consultation in the plan's development across the System
- Steering Committee members to serve as liaisons

- To be self-directed, using a template that guides their roles and responsibilities – including proposing initiatives, timelines, resources needed and metrics

#### Communications Plan

- Anchored by special website that will go live soon [website design was previewed]
- URL of new site to be sent to the UT community when it “goes live”
- Planning process to be featured on UT, campus, institute and other home pages so easy to find
- Plan for keeping the UT Board of Trustees regularly informed
- Other information about the plan’s progress will be included in Tennessee Today emails, Alumnus articles, etc.; campus communications directors to be actively working with System communications office in this effort

#### Discussion of System Mission and Proposed Strategic Objectives

*Core Elements of System Vision* (as articulated by President DiPietro in his initial outreach and to be further defined by Steering Committee): “Educate, Discover, Connect”

*System Administration Mission:* “The mission of the University of Tennessee System 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.”

#### *President DiPietro’s Key Areas of Focus*

1. Design and implement a “best practice” model for System academic outcomes
2. Invest in capital programs and capital maintenance that result in a first-class experience for faculty, students, and the community
3. Define outreach by a land-grant university in this century
4. Promote statewide advocacy for the UT System of higher education
5. Create and apply research solutions that advance the state’s economic development and enhance lives in Tennessee, the nation, and around the globe
6. Ensure revenue growth and financial sustainability
7. Become an employer of choice as a “best place to work” and with a diverse campus community
8. Develop a collaborative System wide communications plan that strengthens and supports the positioning and visibility of the university, its campuses, and institutes

*Proposed Strategic Goals for Discussion [straw man based on Dr. DiPietro’s 8 themes]:*

- (1) Raise the university's academic stature and increasing student achievement [outcomes 1, 2, 5]
- (2) Apply research solutions that advance economic development, educate the state's workforce and enhance lives in Tennessee, the nation and around the globe [outcomes 5 & 6]
- (3) Create first-class experiences and a diverse community throughout the UT system – in the administration, academic and student life, alumni and the cultural and physical environment [outcomes 2, 6 & 7]
- (4) Establish outreach programs and demonstrate and communicate the value of the UT system as a modern land-grant university [outcomes 3,4, & 8]
- (5) Advance and support the strategic goals of the UT campuses and institutes through System policies, practices, resources and centralized-decentralized services and facilities

*Current System Mission (Adopted by the University Board of Trustees, 2006)*

"The University of Tennessee serves the people of Tennessee and beyond through:

- Providing access to and success in undergraduate, graduate, and professional education;
- Pursuing research and scholarly achievement and its associated economic development; and
- Ensuring educational outreach and ensuring preparedness for the global marketplace"

*Discussion of System mission [2006 version] – issues to be considered in revising mission statement:*

- Economic development and role and responsibility of UT have increased – these realities impact the university's ability to attract resources; UT's position as a major economic driver of the state not well-communicated
- Economic development should be more emphasized and stronger; a big strategy rather than a byproduct
- "Educate, discover, connect" in the vision cover the broad categories
- Access is critical, reflected in campus strategic plans and CCTA graduation rate outcomes
  - Combination of access and success
- UT's vital role in providing a well-trained and high-quality workforce, especially today; our graduates provide a large part of the workforce of Tennessee
- Both "education" and "clinical outreach" not included – clinical outreach by UTHSC yields many times the state's allocation
- Important to be more inclusive, e.g., serving a diverse population of Tennessee and beyond
- Need to more clearly define what we mean by the global marketplace – outreach and globalization not the same; "educational outreach" is vague
- Perhaps should include more regional definition of UT across the state
- Creating graduates who advocate for the university and the state, take pride in UT and Tennessee, stay in the state rather than leaving

- Expert faculty who contribute to advancing the business of the state; UT as a place to go for that expertise
- Needs to acknowledge “excellence”; lacks strong adjectives

### Breakout Groups Reports and Converge Goals

#### ***Revised Strategic Plan Goals***

#1 Raise UT’s academic quality and stature while working collaboratively to increase student achievement:

- High quality productive faculty (how to attract them, retain them)
- Well-supported, high quality innovative and relevant programs
- Motivated and successful students and alumni

...to raise the stature of UT

#2 Develop self-sustaining research solutions that contribute to economic development, educate the state’s workforce and enhance lives in Tennessee, the nation and the globe

#3 Create first class experiences throughout the UT system by weaving diversity in the administration, academic and student life, alumni, local communities and the cultural and physical environment

#4 Enhance our outreach and engagement activities:

- Better define
- Better measure
- Better communicate

#5 Advance and support the strategic goals of the UT campuses and institutes:

- By allocating available financial resources
- By becoming an “employer of choice”

...to accomplish UT’s strategic plan

#6 Develop a collaborative System-wide communications plan that strengthens and supports the positioning and visibility of the university, its campuses, and institutes

#### ***Work Group Discussion***

*Group #1 assigned goal: “Raise the university’s academic stature and increase student achievement” [LB Brown, Roger Brown, Jerald Ogg]*

- Stature meant different things to each of us in terms of faculty achievement, student success, alumni success, loyalty and affinity – and how to measure it
- Multiple views of “best practice” model for academic outcomes
- Thus, definition is going to be a key issue in this one:
  - Productive faculty, well-supported and innovative programs, successful students, motivated students and graduates – and all that create the high stature of the institution, and success begets success
- How to create this environment and culture at the university and what it means to each of campus and institute
- National and international recognition of faculty stature increases stature of students – and associating all that with UT
- How to make higher education part of first-generation college families’ cultures and value system
- Create the horizontal linkages throughout the System; thus, define those things that are common so that everyone sees themselves under the UT umbrella

*Group #2 assigned goal: “Apply research solutions that advance economic development, educate the state’s workforce and enhance lives in Tennessee, the nation and around the globe” [Charlie Brinkley, Stacey Patterson, Steve Schwab]*

- Develop versus apply solutions, faculty as producers both self-sustaining and contributing
- Create an environment to attract and retain top producers – need the facilities and resources to attract them (buildings and equipment), a culture of collaboration (within our campuses and institutes and between them) , accountability
- Support innovation/commercialization
  - a- become more industry friendly – streamline contracting
  - b- support the UTRF at levels that allow it to be effective
  - c- fill funding gaps – think outside the box beyond federal-state grants to commercializing research (bench to marketplace) to contribute to economic development
- Enhance industry relationships and other partnerships – Cherokee Farm, UT-Battelle
- Campus administration accountability for providing/supporting faculty research with infrastructure, resources and staff; how to resource by System and campuses/institutes
- Diverse workforce helps drive industry partnerships; role for UT to play

*Group 3 assigned goal* – “Create a first-class experience and a diverse community throughout the UT system – in the administration, academic and student life, and the cultural and physical environment [Keith Carver, Theotis Robinson, Shalin Shah]

- Should have diversity expert on each strategic plan task force and one with expertise in the task force’s topic if we are to weave diversity throughout the planning process
- Diverse community – education comes from all levels: each other (students), faculty/staff with students, curriculum, alumni and community beyond
- Value of strong town-gown relationships with communities across the state
- First class experience for students – in recruitment, faculty interactions outside the classroom, become part of the “UT family”; create opportunities for involvement; campuses need to provide opportunities for all interests; academic advising is critical
- For faculty/staff – improve communications mechanisms, strategies for recruitment and retention of a diverse faculty and staff, resources for programs and training
- Alumni/community – opportunities for campus/community interaction, communication is critical, cross-cultural programming, service learning and volunteer opportunities, cultural/educational opportunities for the community

Other comments:

- Clarity and good communication about how GPA and ACT play in student recruitment and the impact on diversity goals; CCTA’s standards for this
- Engaging alumni more in admissions as part of UTAA’s new strategic plan; keeping alumni more informed about university’s goals; the quality of alumni we produce

*Group #4 assigned goal* – “Establish outreach programs and demonstrate and communicate the value of the UT System as a modern land-grant university” [Larry Arrington, Hank Dye, Mary Jinks]

- Three key points:
  - a- these are two separate topics, so we suggest separating communications out; it should be part of everything
  - b- outreach needs a common definition and to reflect that outreach and engagement contribute to economic development
  - c- enhance our outreach and engagement activities:
    - Better define
    - Better measure
    - Better communicate
- Outreach encompasses many things – when faculty consulting with companies, out consulting with civic organizations, etc.
- Everyone needs to see how they find themselves in this goal
- Measurement – what gets measured gets done

- A lot of opportunity to better communicate what we do – and how the university impacts the lives of every Tennessean every day

*Group #5 assigned goal – “Advance and support the strategic goals of the UT campuses and institutes through System policies, practices, resources, and centralized-decentralized services and activities [Linda Hendricks, Ron Maples, Leann McElhaney]*

- Goal as state not strategic enough; should be part of all 8 themes by the president
- Key aspects:
  - Financial resources – effective and efficient use of resources, best practices, streamlined processes
  - Revenue – state appropriations, tuition, grant and contracts, gifts, partnerships; financial resource needs (total compensation, capital outlay, capital maintenance/repair, equipment; resource decisions, centralized-decentralized, facilities)
  - Employer of choice – ability to recruit, develop and retain top talent (faculty and staff)
  - Compensation
  - Workforce strategic planning, including succession planning
  - Performance management – employees understand their role, how they fit into the university, how they align and what they do with respect to the university and the strategic plan, employee communications

Other comments:

- Importance of the “culture” – happy people are more productive

### Next Steps

1. Summary report developed, circulated for review and posted
2. Listening sessions in October
3. Further data-gathering as related to listening sessions
4. Updated project plan, including all Steering Committee dates
5. Goals to be revised at November Steering Committee meeting based on work group reports, listening sessions and other data-gathering