WATCH US
soar

THE UNIVERSITY OF TENNESSEE AT MARTIN
2025-2030 STRATEGIC PLAN

"This five-year roadmap is not just a blueprint for the future, but a testament to our unwavering commitment to *excellence, innovation,* and *impact.*"
-Chancellor Yancy E. Freeman Sr.

A Message from the *Chancellor*

As we embark on this new chapter in our university's history, I am excited to present the University of Tennessee at Martin's 2025-2030 Strategic Plan. This five-year roadmap is not just a blueprint for the future, but a testament to our unwavering commitment to excellence, innovation, and impact. Our vision is to cultivate a vibrant academic community that empowers individuals, advances knowledge, and positively transforms society.

OUR PLAN IS ANCHORED IN FOUR CORE PILLARS:

People: Our faculty, staff, and students are the heart of our institution. People will remain our greatest asset. We are dedicated to fostering a supportive community, where everyone can thrive. This means investing in professional development, compensation, mental-health resources, and opportunities for collaboration and growth.

Places: Our main campus and regional centers are more than just buildings; they are spaces for learning, discovery, and community engagement. We will continue to enhance our physical and virtual infrastructure and create vibrant learning environments that inspire creativity, scholarship, and innovation. By creating dynamic and accessible learning environments, we will equip our students with the skills and knowledge they need to succeed in the 21st century.

Partnerships: We believe that collaboration is key to solving the complex challenges facing our world. We will strengthen our partnerships with industry, government, and other institutions to advance research, expand educational access, drive economic development, and address societal needs.

Achievement: Our ultimate goal is to achieve excellence in all that we do. This means pursuing groundbreaking teaching and research, providing transformative educational experiences, and fostering a culture of innovation and entrepreneurship. We will recognize and celebrate excellence demonstrated by the outstanding members of our university community.
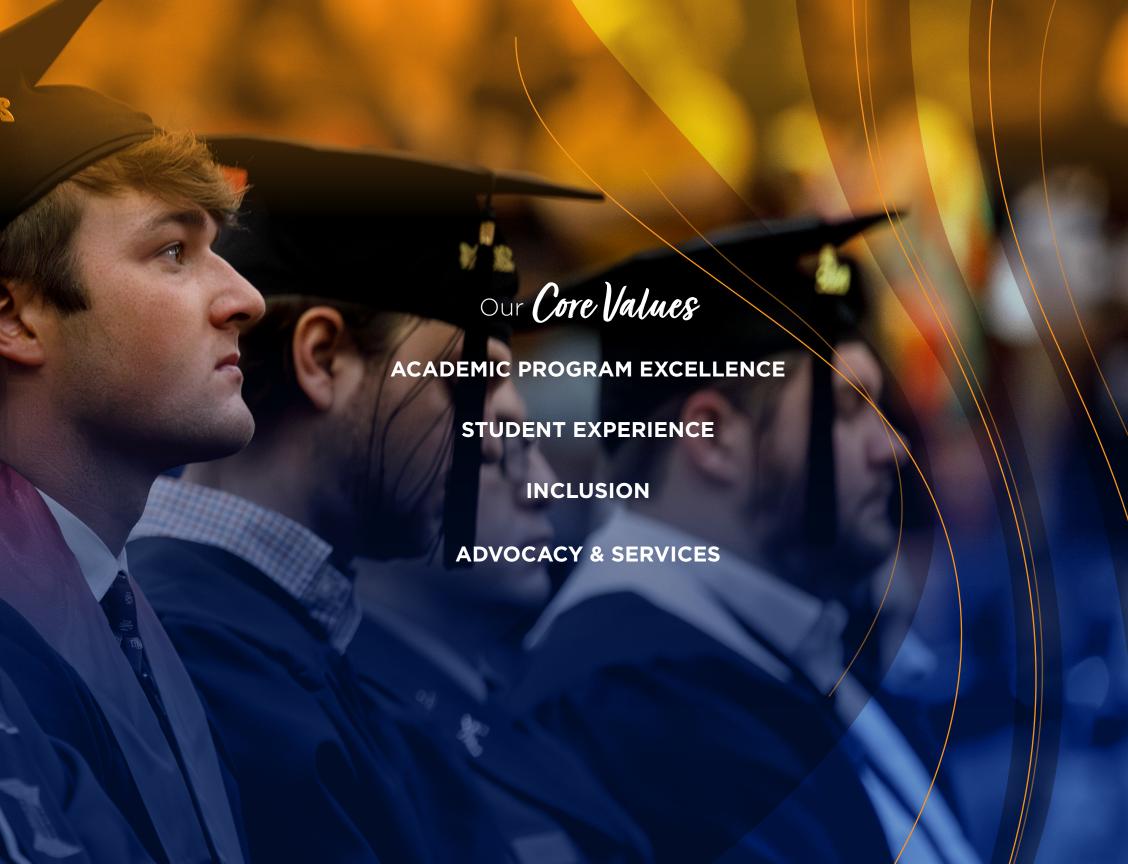
The 2025-2030 Strategic Plan is not just a document; it is a bold call to action. Together, we will shape the future of our university and make a lasting impact on the world...**WATCH US SOAR!**

Chancellor Yancy E. Freeman Sr.

Our *Mission*

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

Our *Core Values*

ACADEMIC PROGRAM EXCELLENCE

STUDENT EXPERIENCE

INCLUSION

ADVOCACY & SERVICES

Introduction & Process

In May 2024, Chancellor Freeman formed a strategic plan steering committee representing all the university's constituent groups to lead the process of developing a five-year strategic plan. He charged the steering committee with creating a plan guided by four overarching themes: people, places, partnerships, and achievements. The process for developing the strategic plan was designed to ensure that the interests and aspirations of all the university's internal and external stakeholders would be reflected in the final plan. As the university embarks on the next five years of dynamic growth and expansion of an already outstanding academic enterprise, the chancellor's vision and the voice of the university, reflected in the goals and strategies that follow, provide a clear roadmap for action and multiple means by which we will be able to track the progress we make.

The process of developing Watch Us SOAR consisted of four phases: strengths, weaknesses, opportunities, and threats (SWOT) analyses conducted by six different constituent groups; focus groups that drilled down on themes that emerged in the SWOT analyses; creation of the five goals for the strategic plan, identified by the steering committee based on the insights gained from the SWOT and focus group phases; and development of strategies, with targets and metrics for tracking progress for the five goals by five working groups. We solicited feedback from the university's stakeholders after the goals were created and again after the strategies were proposed. In all, 265 members of the university and community were invited to participate in the SWOT workshops, focus groups, or goal working groups.

The result of this collaborative work is an exciting set of goals and strategies that enable us to plot a course to becoming the premier regional comprehensive university in the Southeast. What follows is a collection of thoughtful approaches to growing enrollment, building the infrastructure to support growth, enhancing the culture of servant leadership, expanding our footprint in West Tennessee, and recognizing the many remarkable things our faculty, staff, and students accomplish. As we implement our plan, we invite you to **WATCH US SOAR**.

UT Martin *Strategic Plan*

GOAL I

To achieve sustainable enrollment growth by investing resources to attract and support a wide range of learners.

GOAL II

To enhance our institutional reputation by delivering exceptional education and service to all UTM constituents.

GOAL III

To create and enhance physical and virtual spaces that meet the evolving needs of future learners and educators.

GOAL IV

To reaffirm our commitment to West Tennessee by strengthening existing partnerships and developing new collaborations to drive regional growth and development.

GOAL V

To promote and celebrate faculty and staff excellence and student achievement for outstanding embodiment of the university mission.

Increase
total enrollment
annually by

5%

Increase **international
student enrollment** to

500

Goal 1

To achieve sustainable enrollment growth by investing resources to attract and support a wide range of learners.

STRATEGIES

1. Create and implement a comprehensive strategic enrollment plan, incorporating components related to the recruiting of undergraduate and graduate students, including transfer students, adult learners, and place-bound students.

Target: Increase total enrollment annually by 5% with an enrollment goal of 10,000 students in 2030.

Metrics: Overall headcount; undergraduate and graduate headcount; regional centers headcount; non-traditional student headcount; online student headcount.

2. Develop and implement a robust international student recruitment and retention strategy.

Target: Increase international student enrollment to 500 by 2030 from 37 in fall 2024.

Metrics: International undergraduate and graduate headcount.

3. Recruit and retain exceptional faculty and staff.

Targets: 1. Reduce faculty and staff turnover rate to 5% from current three-year average of 10.6%;
2. Reduce faculty overloads and staff "additional duty" assignments (ADAs) by 50%;
3. Track the percentage of top candidates selected who accept faculty and staff positions.

Metrics: Faculty and staff turnover rates; annual faculty workload report; annual report of staff on ADA; percentage of selected first candidates who accept faculty and staff positions.

4. Establish administration, policies, procedures, resources, and trainings for academic advising.

Targets: 1. Begin tracking National Academic Advising Association (NACADA) advising survey results (first iteration fall 2024);
2. Reduce number of students with 130+ hours and no degree by 50% from 102 students in fall 2024;
3. Achieve positive results on "Advisor Development and Practice" section of NACADA survey, which will increase by 50% (range of 1.25-1.55 on 3-point scale in 2024).

Metrics: Student credit completion data; results on "Advisor Development and Practice" section of NACADA survey.

5. Identify and address institutional performance disparities among student subpopulations, including first-generation, Pell, and veteran/military students.

Target: Reduce gaps in retention and 4- and 6-year graduation rates among students in these subpopulations. (2023 FYFT Baseline retention for first generation: 69% vs. 81% non-first generation; baseline for Pell-eligible: 71% vs. 83% non-Pell eligible; baseline for veterans/military: 65% vs. 77% non-veterans/military.)

Metrics: First-year retention; 4-year graduation rates; and 6-year graduation rates disaggregated by subpopulations.

Goal II

To enhance our institutional reputation by delivering exceptional education and service to all UTM constituents.

STRATEGIES

1. Expand onboarding for faculty and staff and help new employees understand expectations and standards in the university culture.

Targets: 1. Develop online staff handbook;

2. Scale up Mentoring Administrative Professionals Program (MAPP) for new employees;

3. Increase National Academic Advising Association (NACADA) score for the comprehensive onboarding question to 2.25 on 3-point scale (1.38 in fall 2024).

Metrics: Employee Satisfaction Survey; New Faculty Orientation Survey; NACADA Survey ("comprehensive onboarding") question.

2. Enhance support services through well-defined service standards for students and cross-university employee interactions.

Targets: 1. Increase scores in the "organization driver" section of the McLean Employee Satisfaction Survey to 90%;

2. Increase in section 2 ("nature of work") and section 9 ("mentoring") results of the Collaborative on Academic Careers in Higher Education (COACHE) faculty survey by 50%;

3. Begin tracking students' experience of university service by including a new question on delivery of service in the annual Student Satisfaction Survey with target of 90% satisfied and/or very satisfied.

Metrics: Employee Satisfaction Survey; Student Satisfaction Survey; COACHE survey.

3. Advance and promote the UTM brand through consistent, targeted messaging, and communication strategies.

Targets: 1. Initiate brand-recognition survey;

2. Increase the percentage of views on recruitment-specific webpages from 17.9% in 2024 to 20% by 2030;

3. Increase athletics social media engagement and ESPN+ viewers by 10% by 2030;

4. Increase external revenue for athletics by 20% by 2030.

Metrics: Brand recognition/tracker survey; recruitment-webpage views; athletics social media engagement and ESPN+ viewers; annual report of athletics external revenue.

4. Create a more supportive and accommodating learning environment by training faculty and staff in a broad range of teaching practices and philosophies.

Target: Fifty percent (50%) of faculty and instructional staff will participate annually in at least one teaching workshop developed by the new Center for Teaching and Learning (total faculty and instructional staff: 469).

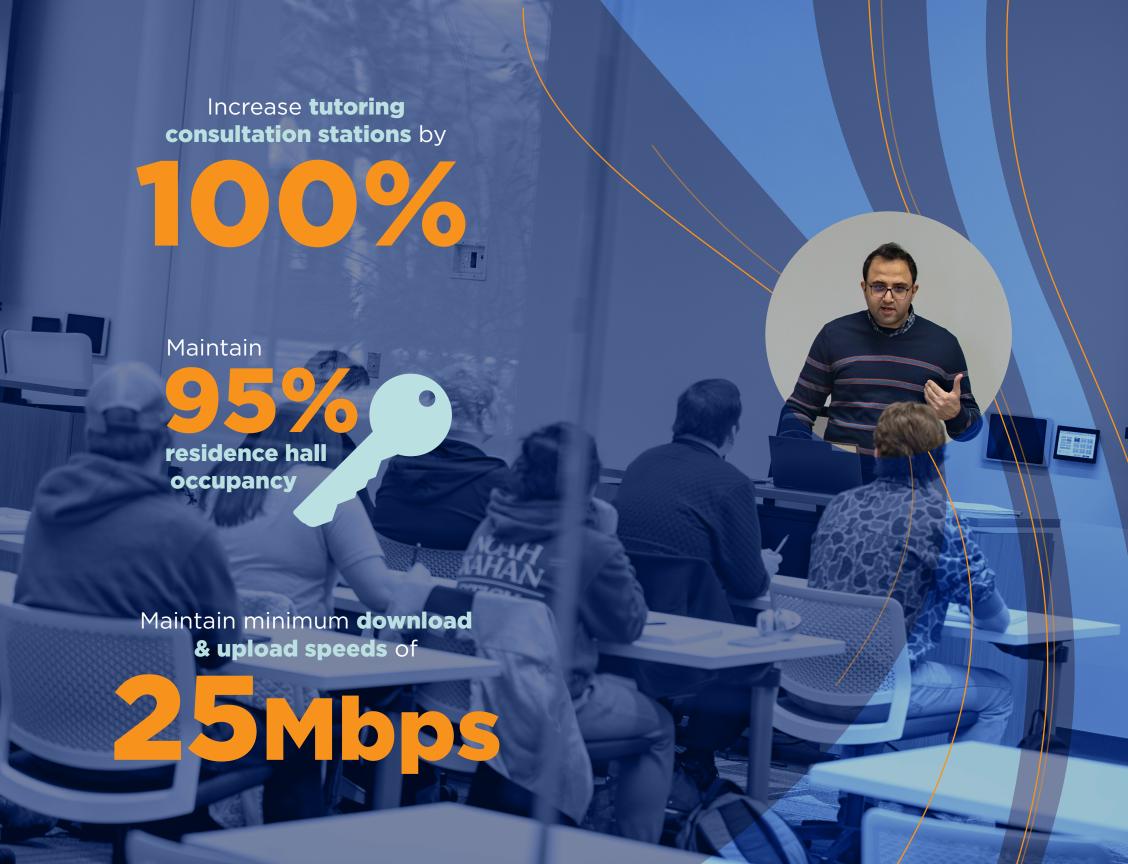*Metrics:* Percentage of faculty and instructional staff using the Center for Teaching and Learning (CTL).

At least

50%

of

Faculty & instructional staff will participate annually in **workshop(s)** through the **Center for Teaching and Learning.**

Increase views on **recruitment-specific webpages** to

20%

Increase **tutoring consultation stations** by

100%

Maintain

95%

residence hall occupancy

Maintain minimum **download & upload speeds** of

25Mbps

Goal III

To create and enhance physical and virtual spaces that meet the evolving needs of future learners and educators.

STRATEGIES

1. Develop a housing plan to address aging facilities, improve residential living options, and enhance the residential experience.

Targets: 1. Maintain 95% occupancy;
2. Increase the number of new beds in residence halls by 20% by 2030;
3. Increase retention rates for first-year residential students from 76.5% in 2024 to 82% by 2030;
4. Increase retention rates for all residential students from 83% in 2024 to 88% in 2030.

Metrics: Fall residence hall occupancy rates; total number of residence hall beds; first-year residential student retention rates; overall residential student-retention rates.

2. Expand areas that support student learning, faculty research, and build community.

Targets: 1. Increase the number of students participating in a residential hall living-learning community by 25% from 265 in 2024;
2. Increase by 100% the number of tutoring consultation stations from six in 2024;
3. Increase research lab space by 25% from 13,289 square feet in 2024.

Metrics: Number of students participating in a residential hall living-learning community; number of tutoring consultation stations; research lab square footage.

3. Develop and sustain flexible technology-enabled learning environments that enrich the teaching and learning experience for both faculty and students.

Targets: 1. Equip the Latimer-Smith Engineering and Science and the Johnson Engineering and Physical Sciences buildings with at least two rooms that contain technology to facilitate distance learning by 2030;
2. One hundred percent (100%) of new faculty members will complete Canvas training starting in summer of 2026;
3. Increase number of faculty participating in summer online teaching/Canvas training workshops from 37 in 2024 to 75 annually;
4. Maintain a minimum received signal strength indicator (RSSI) of -67dBm;
5. Maintain minimum download and upload speeds of 25Mbps;
6. Minimum capacity for each university space of two devices per person.

Metrics: Number of distance-learning rooms in Latimer-Smith and Johnson EPS; percentage of new faculty members annually who complete Canvas training; number of faculty participating in online teaching/Canvas teaching workshops annually; RSSI; download/upload speed; minimum capacity for each university space.

100%
of **university signage** will be replaced and upgraded.

Increase number of **non-degree courses** offered by

20%

Goal III (cont.)

To create and enhance physical and virtual spaces that meet
the evolving needs of future learners and educators.

STRATEGIES

4. Leverage learning and community spaces across all UT Martin locations to expand access to resources for UT Martin and community members.

Targets: 1. Increase the number of supplemental instruction sections by 100% from 20 in fall 2024;
2. Increase the number of non-degree courses offered by 20% (baseline: 234 in 2023-24);
3. Increase number of non-degree course participants by 20% (baseline: 4,263 in 2023-24).

Metrics: Number of supplemental instruction sections; number of UTM and community members taking non-degree courses.

5. Develop comprehensive physical and digital navigability across the UT Martin main campus and regional centers to enhance accessibility, ease of use, and the overall experience for students, educators, and community members.

Targets: 1. One hundred percent (100%) of university signage will be replaced and upgraded;
2. One hundred percent (100%) of campus wayfinding kiosks will be upgraded;
3. One hundred percent (100%) of classrooms, labs, and other instructional spaces will be fully accessible to students with physical and visual disabilities.

Metrics: Percentage of university signage and wayfinding kiosks replaced and upgraded; percentage of classrooms fully accessible to students with physical and visual disabilities.

Goal IV

To reaffirm our commitment to West Tennessee by strengthening existing partnerships and developing new collaborations to drive regional growth and development.

STRATEGIES

1. Develop a unified communication framework to create clear, consistent messaging that will enhance credibility with external organizations and community stakeholders.

Target: Develop university communication strategy for communicating with a range of external constituents in a unified, consistent, and effective manner.

Metrics: Universal internal communication strategy created; survey results from corporate partners and community stakeholders regarding their perception of message clarity and consistency.

2. Encourage and provide robust support for faculty-led projects to strengthen ties with the region and provide practical learning experiences for students.

Targets: 1. Develop an incentive program for faculty to conduct community-based research projects;
2. Increase the number of faculty and students participating in faculty-led, community-based research projects by 50%.

Metrics: Annual data on number of faculty and students participating in faculty-led, community-based projects; annual funding for incentive program.

3. Cultivate and expand the network of advocates and supporters to advance the University's mission and strategic priorities.

Targets: 1. Every college will have at least one advisory board to ensure that programs are aligned with employer needs;
2. Increase the number of partnerships established with national/regional/local businesses and organizations by 25% (2024 baseline = 56).

Metrics: Number of partnerships; number of academic program advisory boards.

4. Develop a framework for community access and engagement to improve accessibility to university expertise.

Target: Create online portal for community requests.

Metrics: Community surveys to gauge community awareness of available resources; number of partnerships with new entities in West Tennessee.

5. Create a recognition program for campus experts and partnering organizations.

Target: Develop university expert recognition program.

Metrics: Number of incentives given, such as grants, professional development opportunities, or recognitions; number of new partnerships added annually.

6. Establish a resources archive and reporting system to maximize efficient use of UTM resources.

Target: Create archive of projects and reporting system for project outcomes.

Metrics: Annual report on projects completed, resources expended, and outcomes reported; annual report on community engagement data.

Increase faculty & students participating in **community-based research projects** by

50%

Increase **partnerships** established with businesses & organizations by

25%

100%
of students will engage in an **experiential learning opportunity.**

Goal V

To promote and celebrate faculty and staff excellence and student achievement for outstanding embodiment of the university mission.

STRATEGIES

1. Expand ways to recognize and encourage excellence for students, faculty, and staff.

Target: 1. Develop an award program that recognizes students who excel academically and in service to the university;
2. Create badges for employees who complete various levels of training;
3. Create an annual report of faculty scholarship and creative activity;
4. Develop career ladders for staff positions across the entire university.

Metrics: Implementation of each new program.

2. Create a biennial Skyhawk Innovation Challenge to identify creative, innovative ways for UTM to address major challenges in West Tennessee.

Target: Institute an annual competition, open to faculty, staff, and students, to solicit creative, innovative ways of addressing regional problems.

Metrics: Initiate Skyhawk Innovation Challenge program by spring 2026.

3. Create professional and leadership development programs for faculty, staff, and students.

Target: 1. Establish a Chancellor's Leadership Academy for faculty and staff in 2025;
2. Develop a student leadership recognition program by 2026.

Metrics: Number of staff who participate in at least one development program annually; number of students who participate in at least one development program annually; number of faculty who participate in at least one development program annually.

4. Create a central coordinating body for experiential learning opportunities to make them more widely available to students.

Targets: 1. Establish an office responsible for enhancing, publicizing, and assisting with experiential and service-learning opportunities;
2. By 2030, 100% of students will engage in an internship, undergraduate research or creative activity, service-learning courses, or study abroad (NSSE baseline: 86% self-reported participating in one of these experiences).

Metrics: National Survey of Student Engagement (NSSE); centralized data collection of student participation in experiential learning.

Strategic Plan Steering Committee

Phil Cavalier
*Provost and Senior Vice Chancellor for Academic Affairs,
co-chair*

Andy Lewter
Vice Chancellor for Student Affairs, co-chair

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*Executive Director of Regional Centers
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THE UNIVERSITY OF TENNESSEE
MARTIN