A DECADE OF EXCELLENCE

TEN-YEAR STRATEGIC PLAN FOR UTIA—WORKING DRAFT 01/22/18
As we celebrate fifty years as the University of Tennessee Institute of Agriculture (UTIA), it is only fitting that we honor the past while turning our focus to the future. In 2017, UTIA began the process of creating a new strategic plan to guide the Institute through its next decade. The result, *A Decade of Excellence*, will provide a framework for faculty and staff as we work to meet the challenges of a rapidly changing world.

Population growth, evolving technology, and increasing globalization create great challenges—and perhaps even greater opportunities for the Institute to make an impact in our state and across the globe. With experts in many diverse areas, UTIA is poised to help ease Tennessee’s educational attainment gaps, bolster economic opportunities on and off the farm, provide solutions to complex health and family challenges, and help the Tennessee farming community transition to the next generation.

Through its commitment to the land-grant mission and unique ability to create holistic solutions that span across disciplines, the Institute will:

- Drive Discovery
- Expand Real Life Learning
- Rapidly Deploy Solutions
- Deliver Programs that Improve Lives
- Augment and Diversify Resources
- Improve Institute Effectiveness

When the University of Tennessee System Board of Trustees met in 1968 to consider the creation of the Institute of Agriculture, Dr. Ed Boling, then-vice president for development and administration, stressed that agriculture’s connection throughout the state, coupled with the Institute’s unique and powerful service programs, further strengthened UT’s land-grant mission. Thanks to the foresight of Boling and others, we are in a strong position to serve.

Given the competing challenges we face, our faculty and staff can connect across our strengths to better serve our mission and clients. This is an Institute of Agriculture plan for good reason. Working together we have the ability to change the world by providing Real. Life. Solutions. for many years to come.

—*UTIA Chancellor Tim Cross*
OUR MISSION

As a land-grant institute, we provide Real. Life. Solutions. through teaching, discovery, and service.

OUR VISION

We will develop integrated solutions that advance agriculture, education, natural resource management, human and animal health, and community and economic development.

To accomplish our vision, we commit to . . .

- **Connect** across strengths within UTIA and with partners.
- **Excel** by building on our strengths and embracing our priorities.
- **Impact** people in Tennessee and the world by creating programs that deliver Real. Life. Solutions.

OUR PRIORITIES

We are committed to discovering and providing Real. Life. Solutions. that boost our economy, protect the environment, and enhance health for the people of Tennessee and our world.

- Strengthening food, fiber, and energy systems
- Enhancing biodiversity and environmental quality
- Enriching our economy
- Developing our workforce
- Strengthening our health

OUR VALUES

- Respect
- Science-based solutions
- Diversity
- Responsiveness to constituent needs
- Transparency
- Accountability
1 **DRIVE DISCOVERY.**
Cultivate innovation to meet the grand challenges of tomorrow by collaborating within our organization and with outside partners and by building on existing strengths.

2 **EXPAND REAL LIFE LEARNING.**
Develop learners across the student and professional life cycle to be leaders in the agriculture, natural resource, and public and animal health industries.

3 **RAPIDLY DEPLOY SOLUTIONS.**
Rapidly deploy practical, cutting-edge solutions through effective use of innovative educational methods across a variety of platforms.

4 **DELIVER PROGRAMS THAT IMPROVE LIVES.**
Deliver programs that improve health and well-being, protect natural resources, and help Tennesseans adapt to a rapidly changing world.

5 **AUGMENT AND DIVERSIFY RESOURCES.**
Strengthen our relationships with funding partners by demonstrating relevant impact; diversify our sources of funding through entrepreneurship and new partnerships.

6 **IMPROVE INSTITUTE EFFECTIVENESS.**
Reinforce a positive work culture, increase efficiency and productivity, and simplify administrative processes.
1. DRIVE DISCOVERY

Goal
Cultivate innovation to meet the grand challenges of tomorrow by collaborating within our organization and with outside partners and by building on existing strengths.

Strategies and Actions

*Seed and Support Innovation*
- Develop collaborative, cutting-edge initiatives aligned with UTIA priorities.
- Expand doctoral education to support research activities (see Goal 2).

*Launch Collaborative Partnerships*
- Launch collaborative ventures with long-term funding from extramural and/or philanthropic sources.

*Facilitate Participation and Integration across Units*
- Increase the number of faculty and staff participating in funded research projects.
- Increase the number of graduate and undergraduate students participating in research and outreach programs.

*Lead on a Regional, National, and Global Scale*
- Increasingly serve as the lead institution on research grants.
- Increase faculty, staff, and student awards and recognitions by professional associations.

Outcomes/Metrics
- Launch collaborative ventures through partnerships.
- Increase scholarly output (publications and presentations).
- Increased recognition of faculty, staff, and students by professional associations.
- Increased total restricted expenditures (shared with Goal 5).
### 2. EXPAND REAL LIFE LEARNING

**Goal**
Develop learners across the student and professional life cycle to be leaders in the agriculture, natural resource, and public and animal health industries.

<table>
<thead>
<tr>
<th>Strategies and Actions</th>
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<tbody>
<tr>
<td><strong>Increase Relevance to Learners</strong></td>
<td></td>
</tr>
<tr>
<td>• Design and offer educational programs attuned to industry opportunities and the changing needs of learners.</td>
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<tr>
<td>• Conduct periodic needs assessments with employers to inform curriculum design and reinforce the skills needed to excel in diverse work environments.</td>
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<tr>
<td><strong>Expand Access</strong></td>
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<tr>
<td>• Reach new audiences with existing and new educational programs delivered through a variety of platforms (e.g., online learning, certificates, continuing education).</td>
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</tr>
<tr>
<td>• Increase access for professional and mid-career learners; offer course credit for relevant military and work experience.</td>
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</tr>
<tr>
<td>• Increase scholarships and financial aid for undergraduate, graduate, and professional students.</td>
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<tr>
<td><strong>Deliver Real Life Learning</strong></td>
<td></td>
</tr>
<tr>
<td>• Enhance opportunities for experiential learning (e.g., international experience, student engagement in research, internships in industry and Extension, hands-on classroom activities).</td>
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</table>

<table>
<thead>
<tr>
<th>Outcomes/Metrics</th>
<th></th>
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<tbody>
<tr>
<td>• Increase offerings and number of 4-H participants involved in workforce preparation learning experiences.</td>
<td></td>
</tr>
<tr>
<td>• Increase academic degrees awarded.</td>
<td></td>
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<tr>
<td>• Increase certificates awarded.</td>
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</tbody>
</table>
# 3. Rapidly Deploy Solutions

**Goal**
Rapidly deploy practical, cutting-edge solutions through effective use of innovative educational methods across a variety of platforms.

**Strategies and Actions**

- *Learn from Collaboration*
  - Identify and promote successes and best practices to serve as models for system-wide application.
  - Organize and promote UTIA-wide strategies (e.g., commodity days, topical websites) to efficiently share information among researchers, specialists, agents, and partners.
  - Support and incentivize collaboration across missions, units, and departments.

- *Package for Rapid Delivery*
  - Disseminate information through multifaceted delivery methods and channels (e.g., printed publications, website, audio/podcast, video, mobile accessible).
  - Package basic information to rapidly deploy as needed through social media and other methods.

- *Support Entrepreneurship*
  - Support clientele, students, and faculty/staff in start-up, technology commercialization, and new venture formation.

**Outcomes/Metrics**

- Increase digital contacts. (New metric: Contacts via apps, videos, social media, web, downloads.)
- Increase number of start-ups or early stage businesses supported (clientele, students, faculty/staff).
4. DELIVER PROGRAMS THAT IMPROVE LIVES

Goal
Deliver programs that improve health and well-being, protect natural resources, and help Tennesseans adapt to a rapidly changing world.

Strategies and Actions

**Leverage Objective, Research-Based Information**
- Accelerate the verification and dissemination of basic to applied and translational research (see Goal 3).
- Grow and leverage partnerships with industry and agencies.

**Promote Education, Health, and Well-being**
- Expand educational access (see Goal 2).
- Enhance efforts to improve the health and well-being of families and communities.
- Develop leadership, citizenship, and life skills of youth and adults through education and outreach programs (e.g., Master Gardener, 4-H, etc.).
- Augment efforts to use comparative medicine to improve animal and public health.

**Support Rural Development**
- Leverage county, state, and federal resources to promote rural economic and community development.
- Encourage innovation and technology transfer to invigorate rural economies.

**Engage Urban Communities**
- Engage Tennessee’s urban communities in the sustainable production of food, fiber, and energy and the protection of natural resources.

Outcomes/Metrics
- Increase number of participants in outreach and engagement activities.
- Increase total estimated economic impact of programs.
5. AUGMENT AND DIVERSIFY RESOURCES

Goal
Strengthen our relationships with funding partners by demonstrating relevant impact; diversify our sources of funding through entrepreneurship and new partnerships.

Strategies and Actions

Advocate
- Identify and demonstrate relevant impact on stakeholders.
- Inspire alumni and contacts to advocate for us.

Grow Philanthropy
- Increase endowment and philanthropic giving.
- Increase philanthropic participation by alumni.

Grow through Strategic Partnerships
- Increase federally funded research by leveraging capacity for basic-translational-applied research and developing new strengths.
- Expand funding partnerships with industry and private giving.

Encourage Entrepreneurial Activity
- Pursue appropriate fee-for-service opportunities that align with our mission.

Outcomes/ Metrics
- Increase annual gifts, pledges, and bequests.
- Increase alumni giving rate.
- Increase total restricted expenditures (shared with Goal 1).
- Increase amount of self-generated revenue.
6. IMPROVE INSTITUTE EFFECTIVENESS

**Goal**
Reinforce a positive work culture, increase efficiency and productivity, and simplify administrative processes.

**Strategies and Actions**

*Adapt Resource Allocation*
- Develop and implement resource allocation processes that are responsive to changing needs across the mission areas.
- Track faculty and staff productivity measures to match workloads with department and unit needs.
- Adapt administrative infrastructure to support effective operations (e.g., information technology, human resources, finance, and communication).

*Enhance Work Culture*
- Enhance ability to recruit and retain diverse and productive faculty and staff by improving hiring, promotion and tenure, and annual review processes.
- Evaluate and address salary gaps.
- Encourage and support professional development.
- Extend faculty and staff career ladder structures to incent continuous professional development.

*Align Management Incentives with Strategic Goals*
- Promote collaboration across units by adopting shared incentives and metrics for leadership evaluation.
- Align incentives to support entrepreneurial activity and allow for calculated risks.

*Increase Administrative Efficiency*
- Automate processes to improve efficiency and reduce complexity.
- Review and revise policies for clarity, necessity, and consistency.
- Avoid administrative duplication and redundancies.
- Simplify reporting processes and tools.

**Outcomes/Metrics**
- Reduce salary gap.
- Increase faculty and staff retention.
- Increase cost avoidance from administrative efficiencies.
## METRICS SUMMARY

<table>
<thead>
<tr>
<th>Goal</th>
<th>2018 Baseline</th>
<th>2020 Target</th>
<th>Ten-Year Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Drive Discovery</strong></td>
<td></td>
<td></td>
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<tr>
<td>Collaborative Initiatives Started from Partnerships, Based on Priorities (SEEDS)</td>
<td>NEW</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Publications*</td>
<td>393</td>
<td>430</td>
<td>+50%</td>
</tr>
<tr>
<td>Presentations*</td>
<td>486</td>
<td>534</td>
<td></td>
</tr>
<tr>
<td>Professional Recognitions**</td>
<td>NEW</td>
<td>4/year</td>
<td>40</td>
</tr>
<tr>
<td><strong>Expand Real Life Learning</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4-H Students with Workforce Experiences</td>
<td>NEW</td>
<td>+10%</td>
<td>+25%</td>
</tr>
<tr>
<td>Academic Degrees Awarded</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Undergraduate Total</td>
<td>322</td>
<td>332</td>
<td>+15%</td>
</tr>
<tr>
<td>• Graduate Total</td>
<td>163</td>
<td>168</td>
<td>+10%</td>
</tr>
<tr>
<td>o Master's/Professional</td>
<td>66</td>
<td></td>
<td></td>
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<tr>
<td>o Doctoral</td>
<td>17</td>
<td></td>
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<tr>
<td>o DVM</td>
<td>80</td>
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</tr>
<tr>
<td>Certificates Awarded</td>
<td>NEW</td>
<td>+15%</td>
<td>+50%</td>
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<tr>
<td><strong>Rapidly Deploy Solutions</strong></td>
<td></td>
<td></td>
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<tr>
<td>Total Digital Contacts</td>
<td>NEW</td>
<td>+10%</td>
<td>+50%</td>
</tr>
<tr>
<td>Start-ups/Early Stage Businesses Supported</td>
<td>NEW</td>
<td>5</td>
<td>20</td>
</tr>
<tr>
<td><strong>Deliver Programs that Improve Lives</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Participants in Outreach and Engagement Activities (Total Direct Contacts)+</td>
<td>4 M</td>
<td>4.4 M</td>
<td>+50%</td>
</tr>
<tr>
<td>Estimated Economic Impact of Programs</td>
<td>NEW</td>
<td>+5%</td>
<td>+25%</td>
</tr>
<tr>
<td><strong>Augment and Diversify Resources</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gifts, Pledges, and Bequests</td>
<td>$22 M</td>
<td>$25 M</td>
<td>$30 M</td>
</tr>
<tr>
<td>Alumni Participation Rate</td>
<td>10.9%</td>
<td>12.0%</td>
<td>18%</td>
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<tr>
<td>Total Restricted Expenditures</td>
<td>$45 M</td>
<td>$48 M</td>
<td>$55 M</td>
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<tr>
<td>(3-year average)+</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Sales and Services (Self-Generated)</td>
<td>$8.8 M</td>
<td>$9.7 M</td>
<td>$13.2 M</td>
</tr>
<tr>
<td><strong>Improve Institute Effectiveness</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salary Gap+</td>
<td>NEW</td>
<td>-10%</td>
<td>-50%</td>
</tr>
<tr>
<td>Faculty and Staff Retention</td>
<td>NEW</td>
<td>+2.0%</td>
<td>+10%</td>
</tr>
<tr>
<td>Cost Avoidance from Efficiencies</td>
<td>NEW</td>
<td>$2 M</td>
<td>$10 M</td>
</tr>
</tbody>
</table>

Notes:
+ UT System/Budget Advisory Group Metric
** Professional Recognitions: Faculty and staff with recognitions from the following professional organizations (LIST) as invited/keynote speakers, awards, invited memberships.
UTIA PRIORITIES (SEEDS)

**Strengthening Food, Fiber, and Energy Systems:** Safe, sustainable agricultural systems that are socially, economically, and environmentally responsible are key to enhancing the lives of Tennesseans and supporting a growing global population. We’re exploring ways to deliver discoveries using a systems approach to agriculture productivity that will provide customizable solutions for producers.

**Enhancing Biodiversity and Environmental Quality:** When it comes to plants and animals, Tennessee is one of the most environmentally diverse states in the nation. It’s vital that all of us work together to protect the earth for ourselves and those who come after us. Through collaboration among UTIA researchers, industry, producers, environmental groups, and government, we can help preserve a diverse and resilient environment for future generations.

**Enriching Our Economy:** Helping farms and agriculture businesses become more profitable boosts the local economy as well as our state’s diverse and growing economy. From farmers markets to agritourism to a rich agricultural history, we want to share an engaging experience of the rural lifestyle with visitors from across the country and the world.

**Developing Our Workforce:** A key component for thriving communities is a strong workforce in rural and urban areas. UTIA plays a major role in educating students moving into that workforce to solve present and upcoming challenges. Through outreach and engagement UTIA also is educating youth to better understand the vital role that agriculture and animal industries play in people’s lives, and the career opportunities these industries provide.

**Strengthening Our Health:** Making healthy choices is important for humans, animals, and even our planet. As a leader in nutrition, animal welfare, and environmental education, we’re working to understand how food, physical, activity, and social intervention affect overall health. These efforts will help us lead healthier lives for generations to come.