

## **REALIZING THE VISION: A GREAT METROPOLITAN RESEARCH UNIVERSITY**

The University of Memphis is emerging as one of the great metropolitan research universities in the United States, noted for drawing on the strengths and challenges of the urban setting and region in which it is located to address society's issues and needs. Opened in 1912, the University enrolls more than 20,000 students. The University offers 15 bachelor's degrees in more than 50 majors and 70 concentrations, master's degrees in over 45 subjects, doctoral degrees in 21 disciplines, the Juris Doctor degree and a specialist degree in education.

The vision for the University and its subsequent growth require careful development and placement of resources. Strategic planning at the University of Memphis, therefore, is an ongoing process. The Tennessee Board of Regents (TBR), the University's governing body, requires the president of each institution in the system to "exercise such supervision and direction as will promote the efficient operation of the institution." Additionally, TBR requires that each institution under its authority submit a five-year plan that supports the system's mission, vision, goals and priorities. Accordingly, a preliminary plan was developed for 2000-2005.

With the arrival of new leadership at the University in the early years of the 21st century, a refinement in the University plan was begun. The new team members, including President Shirley Raines, Provost Ralph Faudree, Vice President for Student Affairs Rosie Bingham, Vice President for Information Technology Douglas Hurley, Vice President for Business and Finance Charles Lee, and Vice President for Advancement Julie Johnson, initiated a planning process involving faculty members, students, staff members and other important constituents to review the University's vision, mission, values statements; identify goals to support the mission; and select strategies and actions for accomplishing those goals. At the same time, TBR worked with its member campuses and constituencies to update its strategic plan. The two initiatives provided the opportunity to align the University to move forward more effectively toward its mission and within the framework of TBR. Importantly, the plan points to what the University seeks to accomplish by 2012, the year of its 100-year anniversary.

Central tenets of the University's values are commitments to excellence in teaching and research, innovation and creativity, respect for diversity and individual worth, responsible stewardship and conservation of resources and leadership and involvement in the economic, social, and professional growth of Memphis, the state of Tennessee, and the nation. Meeting those commitments requires constant assessment of appropriate directions for the University. Planning therefore must be a dynamic and ongoing activity.

Following are results of that activity, the components of the University's strategic plan. Its vision, mission, and values, and goal statements were approved by TBR at its December 2005 meeting. A set of key strategic priorities and areas of focus provide overall direction for the University. Subsequent to TBR approvals, the University is

completing development and implementation of strategies and actions for accomplishing each of its goals.

### **STRATEGIC PLAN | Vision**

The University of Memphis will be recognized as one of America's great metropolitan research universities, noted for its comprehensive, innovative academic programs and for capitalizing on its urban setting and region to address the challenges of our global society.

### **STRATEGIC PLAN | Mission**

The University of Memphis is a learner-centered metropolitan research university providing high quality educational experiences while pursuing new knowledge through research, artistic expression, and interdisciplinary and engaged scholarship.

### **STRATEGIC PLAN | Values**

The University of Memphis, as an engaged learning community, celebrates:

- The pursuit of excellence in teaching and research as the highest measures of successful achievement.
- Interdisciplinary collaboration, artistic expression, and research as vehicles for leveraging our resources, solving problems, and multiplying our accomplishments.
- The transfer and dissemination of knowledge with community stakeholders for the intellectual, economic, and social advancement of our community.
- Innovation and creativity in everything we do.
- Respect for diversity and individual worth.
- Integrity and transparency in all our actions.
- Responsible stewardship and conservation of resources.
- Stewardship of wisdom, knowledge, and information created by our predecessors.
- Leadership and involvement in the economic, social, and professional growth of Memphis, the state of Tennessee, and the nation.

### **STRATEGIC PLAN | Strategic Priorities**

The University of Memphis' strategic plan supports the following overarching strategic priorities:

- Investing in people
- Creating interdisciplinary initiatives
- Building productive partnerships
- Developing new resources
- Enhancing image and reputation
- Community connectedness

## STRATEGIC PLAN | Goals\*

### Goal 1: Student Success

Provide superior learning experiences for students built on strong academic programs, a global and technological environment, a dynamic campus, and the rich opportunities in the University's metropolitan setting.

- Recruit academically-qualified students who reflect the geographic, cultural, disciplinary and quality goals of a superior metropolitan research university
- Provide students with the resources, services, technologies, and facilities that promote persistence to degree completion and career development among undergraduate, graduate, and professional school students
- Provide all students with experiences that foster engagement and academic success inside and outside the university classroom
- Enhance the quality of program offerings, particularly in the areas of focus, in areas of strength, and in emerging areas of interest
- Recruit and retain high-quality faculty and staff who provide outstanding service to all students

Strategic Measurement	2005-06	2006-07	2007-08	2008-09	2009-10
Honors as % of undergraduate enrollment	6%	6.4%	6.8%	7.1%	7.5%
Faculty retention %	94.12%	94.34%	94.56%	94.78%	95%
Professorships and Chairs of Excellence	28	52	55	60	80
First-time freshman graduation rate	34%	36%	38%	40%	42%
First-time freshman retention (persistence) rate	73.5%	74%	74.33%	74.65%	75%
Number of newly enrolled National Merit Scholars	6	10	15	20	25
QEP-Learning Communities	0	8	12	16	20

\*Strategies and actions are under continuing review

## STRATEGIC PLAN | Goals\*

### Goal 2: Scholarship and Research

Create and disseminate knowledge through research, artistic expression, and interdisciplinary collaboration that contributes to the intellectual, economic, cultural, and social well-being of regional and global communities.

- Marshal the resources to advance research and creative productivity, particularly in existing and emerging areas of focus and strength
- Recruit and retain highly-qualified faculty and staff in existing and emerging areas of focus and strength
- Recruit and retain highly-qualified graduate students and postdoctoral fellows in existing and emerging areas of focus and strength
- Renovate existing facilities and construct new facilities that support the expansion of research and creative programs

Strategic Measurement	2005-06	2006-07	2007-08	2008-09	2009-10
Research and sponsored awards (in millions)	\$46	\$52.9	\$60.8	\$69.9	\$80.5

\*Strategies and actions are under continuing review

## STRATEGIC PLAN | Goals\*

### Goal 3: Access and Diversity

Foster equitable access and promote and support intercultural and international understanding, diversity, inclusion and communication.

- Ensure that practices are in place that provide financial assistance and physical and academic access to diverse groups of people.
- Involve students in initiatives related to global experiences and understanding in and outside of the classroom.
- Incorporate intercultural and international understanding into the curricula.
- Enhance communications and interactions among university stakeholders (students, faculty, staff and community) to create a climate that fosters collaboration and trust.

Strategic Measurement	2005-06	2006-07	2007-08	2008-09	2009-10
Memphis Extras (internships)	2,300	3,000	3,650	4,300	5,000
Regional transfers	4,500	4,700	4,800	4,850	4,900
RODP headcount	2,150	2,250	2,350	2,480	2,600

\*Strategies and actions are under continuing review

## STRATEGIC PLAN | Goals\*

### Goal 4: Partnerships

Establish and nurture productive partnerships that provide leadership and resources for

intellectual and economic development to meet significant scientific and social challenges.

- Engage in mutually productive external partnerships to create, disseminate and apply knowledge.
- Foster interdisciplinary collaboration to advance scholarship
- Encourage entrepreneurship, such as intellectual property and technology transfer, to support university initiatives and meet community needs
- Build broad-based alumni, community, and volunteer opportunities to foster connectivity and involvement.
- Build strong reciprocal relationships with the surrounding neighborhoods to address mutual needs

<b>Strategic Measurement</b>	<b>2005-06</b>	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
P-16 initiatives	4	5	6	7	8

\*Strategies and actions are under continuing review

## **STRATEGIC PLAN | Goals\***

### **Goal 5: Resources and Infrastructure**

Provide faculty, staff, resources and infrastructure to achieve the mission and goals of the University.

- Promote shared governance and informed participatory decision-making to enhance organizational effectiveness
- Expand and enhance University fund raising and development programs
- Engage in creative enterprises, consistent with the University's mission and operations, that produce new resources
- Prioritize and strategically allocate new and existing resources.
- Promote a fiscally strong intercollegiate athletics program committed to compliance
- Integrate enhanced marketing, communications, and advancement efforts to inform various constituencies of the programs and successes of the University and to enhance its image and reputation.
- Provide appropriate infrastructure, technology, and campus safety and appearance to support learning, research and administrative functions

<b>Strategic Measurement</b>	<b>2005-06</b>	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
<b>% Alumni Giving</b>	<b>5.36%</b>	<b>6.52%</b>	<b>7.68%</b>	<b>8.84%</b>	<b>10%</b>

\*Strategies and actions are under continuing review