

University of Memphis  
Revision of 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.

**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.

**Goal I: Student Success - Provide distinctive learning experiences that foster lifelong success**

Strategies	Example Tactic
Offer relevant, rigorous academic programming	Course redesign
Offer academic programming that critically engages cultural/social/intercultural differences	
Allocate resources to enhance University-wide recruitments efforts	Implement electronic enrollment management communication tools
Encourage student persistence and timely graduation	Early intervention, tutorial, TRIO and advising programs
Enrich educational experience through regional, national and international engagement	Expand study abroad experiences Increase courses with community engagement
Strengthen student connections to the University community.	On campus student and athletic programming Curricular and residential learning communities
Develop students into lifelong leaders	Curricular and extracurricular leadership programs

**Sample Indicators**

- Freshmen retention rate
- Graduation rates
- Gains in students' cultural competence
- % of student satisfied with education experience (undergraduates only) – NSSE
- % of students participating in study abroad, national student exchange, internships, volunteer community service activities
- Student recognition in national competitions & academic societies

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**Goal II: Research and Creativity** - Cultivate the scholarship of discovery, integration, application, and teaching to advance knowledge and enhance society.

Strategies	Example Tactic
Promote interdisciplinary scholarship	Invest in areas of focus
Encourage local, regional, national and international partnerships in research, the arts and commercialization	Tech transfer capabilities
Encourage and support research and scholarship that appreciates and values cultural/social/intercultural differences	TBR Access/Diversity grants
Allocate personnel and resources to develop research and creative strength	Grow endowed professorships

**Sample Indicators**

- Total research expenditures
- Revenues from patents, licenses and technology transfers
- # of submissions for external funding
- # of terminal degrees awarded
- # of endowed professorships & chairs of Excellence
- NEED: additional measures of creative achievement

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**Goal III: Access and Diversity - Promote and sustain an accessible, vibrant community that values diversity.**

<b>Strategies</b>	<b>Example Tactic</b>
Cultivate a just campus environment where everyone feels welcome, respected and safe	Campus-wide community-building activities
Increase the rate of participation in higher education in Memphis, the Mid-South, and West Tennessee	Articulation agreements
Maximize access to academic programs through creative use of technology	UofM Online programs
Deliver programs that meet the needs of working professionals	Needs assessment
Increase the representation of historically underrepresented and other cultural, international, geographic, social and economic groups	Targeted recruitment

**Sample Indicators**

- Enrollment in UofM Online programs
- # of scholarships & fellowships available to students of underrepresented populations
- % of undergraduate students from outside Shelby County
- # of degrees awarded from underrepresented populations

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**Goal IV: Partnerships - Cultivate relationships which link the mission of the University to internal and external communities.**

Strategies	Example Tactic
Expand productive sustainable community alliances	Student community service activities
Involve alumni in advancing the university and community.	Improve and expand alumni database

**Sample Indicators**

- Total giving (\$) to University of Memphis Foundation
- Alumni giving rate
- # of Alumni Association members
- Faculty, student and staff service to community

**Goal V: Campus Culture - Create a culture that encourages and supports operational and service excellence.**

Strategies	Example Tactic
Implement policies and decision-making procedures that enhance collaboration, cooperation and communication across campus and support shared governance.	Strategic planning process
Stewardship of our resources, ensuring efficiency and effectiveness	Process improvements
Enhance and encourage relations and interactions within and among groups	Composition of University committees

**Sample Indicators**

- Faculty & staff retention rates
- # of faculty and staff participating in professional development activities
- Administrative costs as percentage of total expenditures
- Student satisfaction with Supportive Campus Environment (undergraduates only) – NSSE

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**Goal VI: Sense of Place - Develop a physically inviting, sustainable campus setting**

Strategies	Example Tactic
Make the University district a destination of choice for all ages	Improved signage
Institute multidimensional approaches to provide a healthy and safe campus	Campus walking trail
Collaborate with neighbors and businesses to create a vibrant university district.	Zoning overlay for University District
Provide leadership identifying and implementing environmentally sustainable practices on campus and in the community	"Lights Off" campaign
Adopt innovative ways of realizing our campus master plan	Land acquisition bank

**Sample Indicators**

- % of students in residence
- \$ value of deferred maintenance
- Attendance at campus-sponsored events
- Campus Sustainability Report Card Grade

Feedback on the goal statements, strategies and key indicators can be provided through the following link:

<http://www2.memphis.edu/presweb/plan/feedbackform.html>