

**Proposed Goals and Objectives
Strategic Plan: 2000-2005
The University of Memphis**

**Submitted by
The Strategic Planning Committee
(draft submitted 3/14/00)**

Mission Statement:

The University of Memphis is a doctoral degree-granting urban research university committed to excellence in undergraduate, graduate, and professional education; in the discovery and dissemination of knowledge; in service to the metropolitan community, State, and nation; and in the preparation of a diverse student population for successful careers and meaningful participation in a global society.

Goal 1

Prepare students for successful careers and meaningful participation in a diverse society

Objectives:

1a. Recruit and retain a diverse, nationally competitive faculty

- Measure:** 1) Number of nationally competitive faculty (i.e., faculty with such a substantial record of achievement that they are very competitive for comparable or better positions at other universities at equal or higher salaries)
2) Number of underrepresented faculty (i.e., racial/ethnic minority status and gender)
- 2000 baseline:** Data gathered in 2000 will serve as the baseline
- 2005 target:** 1) No loss of nationally competitive faculty due to salary differential
2) 20% increase in underrepresented faculty over baseline

1b. Recruit to increase the quality of the student body by increasing the number of students entering the honors program

- Measure:** Size of entering class in the honors program
- 2000 baseline:** 125 students
- 2005 target:** 139 students (15% increase)

1c. Recruit to increase the quality of the student body by preparing students for successful careers

- Measure:** Standardized value-added index to be administered to a sample of students
- 2000 baseline:** Data gathered in 2000 will serve as the baseline
- 2005 target:** 5% higher than baseline

1d. Recruit to maintain the University's leading position as a campus with a diverse student body

- Measure:** Percentage of minority students enrolled at the university

2000 baseline: 37%
2005 target: Meet or exceed average at peer institutions

1e. Retain a higher proportion of degree-seeking students

Measure: Undergraduate graduation rate (within six years of enrolling)
2000 baseline: 36%
2005 target: Meet or exceed average graduation rate at peer institutions

1f. Provide a physical environment conducive to learning and discovery

Measure: Implementation of campus safety, maintenance, capital improvement, and TAF utilization plans
2000 baseline: Plans have been developed
2005 target: Full implementation of plans, as resources permit

1g. Encourage the development of undergraduate interdisciplinary degree programs

Measure: Number of interdisciplinary programs
2000 baseline: Data gathered in 2000 will serve as the baseline
2005 target: Three additional programs proposed to TBR

1h. Develop opportunities for student participation and leadership

Measure: Narrative including number and type of opportunities and number of students participating
2000 baseline: Data gathered in 2000 by Vice President for Student Affairs will serve as the baseline
2005 target: Increase number and type of programs and participation rates

Goal 2

Expand research and interdisciplinary master's and doctoral programs in areas of existing and emerging strengths

Objectives:

2a. Create and enhance selected nationally recognized master's and doctoral programs, centers and institutes in emergent areas that coincide with our areas of strength and focus

Measure: New interdisciplinary doctoral programs proposed, approved, and implemented
2000 baseline: One -- biomedical engineering
2005 target: Two new interdisciplinary doctoral programs approved by 2005; One new interdisciplinary master's program approved by 2005.

2b. Increase research productivity of faculty and graduate students in selected programs

Measure: Amount of research expenditures in selected programs
2000 baseline: Research expenditures by these entities in FY00
2005 target: 35% increase in research expenditures by each of these centers and institutes by 2005

Measure: Number of publications in peer-reviewed national journals produced by the faculty and graduate students associated with these entities.
2000 baseline: Number of such publications produced by faculty and graduate students in FY2000
2005 target: 25% increase in such publications by 2005

Goal 3

Infuse a global dimension throughout university instructional, research and service/outreach programs

Objectives:

3a. Increase the international experience of the student body by increasing the number of international students enrolled in the University

Measure: International student enrollment (headcount)
2000 baseline: 650 students (Fall, 1999)
2005 target: Increase to 1000 students

3b. Increase the international experience of the student body through study/work programs, including summer study programs

Measure: Numbers of students participating in University-sponsored and other international study/work programs, as reported by the Office of International Exchange
2000 baseline: 135 students (estimate for 1998-1999) or actual count in 2000-2001
2005 target: Increase by 200% by 2005

3c. Increase the number of faculty and staff members engaged in organized and professionally related international activities.

Measure: Number of participating faculty/staff as reported in annual reports
2000 baseline: Actual count in 2000-2001
2005 target: Increase by 35% by 2005

3d. Increase University financial support for faculty/staff international activities

Measure: Amount of financial support specifically dedicated in central administration and school/colleges to international activities for faculty/staff
2000 baseline: Actual amount reported in 2000-2001
2005 target: Increase by 100% by 2005

3e. Incorporate an international perspective into the curriculum by increasing the number of courses with significant international content

Measure: Number of courses with significant international contents as reported in school/college annual report
2000 baseline: Actual number reported in 2000-2001
2005 target: Increase by 50% by 2005

Goal 4

To achieve national recognition for information technology fluency among students, faculty, and staff

Objectives:

4a. Build the FedEx Emerging Technology Complex

Measure: Build and utilize new FedEx facility.
2000 baseline: Building design and timetable exist.
2005 target: Building completed and operational by end-of-year 2005.

4b. Provide a reliable, integrated, standards-based infrastructure that meets stated institutional needs

Measures: Availability (up time) of cluster, telephone services, and network
2000 baseline: To be determined by 2000 data
2005 target: Achieve or exceed 2000 baseline measured up times + improvement margin established from baseline each year

Measure: Review and update all IT basic infrastructure standards
2000 baseline: Standards now in existence
2005 target: Review and update all standards annually

4c. Develop an information technology support environment that fosters timely service and innovative learning

Measure: Number of Help Desk calls
2000 baseline: To be determined by 2000 data
2005 target: Maintain or reduce baseline measure each year

Measure: Client satisfaction surveys
2000 baseline: To be determined by 2000 data
2005 target: Average response ratings above baseline average in each service area throughout each year

Measure: Number of courses with IT component
2000 baseline: To be determined by 2000 data
2005 target: 100% increase in the number of such courses by the end of 2005

Measure: Number of Virtual Teaching & Learning Technology Center programs
2000 baseline: To be determined by 2000 data
2005 target: Maintain or increase the number of programs each year

4d. Accomplish the stated objectives in the annual The University of Memphis Information Technology Strategic Plan

Measure: Percent of objectives accomplished
2000 baseline: To be determined by 2000 data
2005 target: Meet or exceed the baseline measurement annually

Goal 5

Achieve national recognition for community health-related programs

Objectives:

5a. Recruit and retain nationally known faculty into community health-related programs

- Measure:** Number of faculty with one or more of the following characteristics associated with community health-related programs:
1. External research support
 2. Invited service on national review panels
 3. Documented presentations at national or international conferences on community-health related topics
- 2000 baseline:** Number of faculty that meets the criteria described above affiliated with community health-related programs in 1999-2000
- 2005 target:** A 25% increase in the number of faculty that meets these criteria by 2004-2005

5b. Develop interdisciplinary academic and outreach programs in community health-related areas.

- Measure:** Number of such programs
- 2000 baseline:** Number of such programs in 1999-2000
- 2005 target:** Two interdisciplinary academic programs and a 25% increase from the actual number of community outreach programs by 2005

5c. Increase external support for these programs

- Measure:** Actual amount of research expenditures by these programs
- 2000 baseline:** Actual amount of research expenditures by these programs in 1999-2000
- 2005 target:** 35% increase from the baseline by the end of FY2005

Goal 6

Achieve national recognition in the performing arts

Objectives:

6 a. Build the Performing Arts Center

- Measure:** Fully functioning building supporting musical theatre, opera, dance, orchestra and national guest artist's performances
- 2000 baseline:** In Governor's budget with committee of private citizens committed to raising private dollars
- 2005 target:** Completed building with gala opening featuring University and national performing artists utilizing the latest in performance technology. Appropriate technical staff and house crew are hired, booking events, and running and maintaining the facility.

6 b. Recruit and retain nationally known faculty in the performing arts

Measure: Number of nationally recognized faculty (i.e., faculty who distinguish themselves through reviewed performances at national or international venues in major performing art centers; achieve recognition through national or international awards, prizes or honors; record nationally distributed performances or product; and/or are nationally sought for performances, master classes, workshops, panels, etc.)

2000 baseline: As reported in the dean's 2000 Annual Report

2005 target: 25% of performing arts faculty at national level

6 c. Increase support to students to make financial awards nationally competitive

Measure: Increased scholarship, assistantship and fellowship numbers and awards amounts.

2000 baseline: As reported in the dean's 2000 Annual Report

2005 target: National average as determine by HEADS data or other national survey measures

Measure: Increased funding for student touring

2000 baseline: Zero

2005 target: National average HEADS data or other national survey measures

Measure: Adequate budget to publicize awards and tours

2000 baseline: Zero

2005 target: National average HEADS data or other national survey measures

6 d. Obtain technologically current equipment

Measure: All faculty, staff and students will have access to and work with the latest technology in the performing art field.

2000 baseline: Current state of equipment and a list of needed maintenance, replacement and new equipment.

2005 target: All equipment is of latest technology and is operational in a fully compliant HVAC environment with an operational replacement schedule.

6 e. Establish a dependable and substantial nationally recognized guest artist program for the University.

Measure: Develop a University wide artist series with significant involvement of College of Communication and Fine Arts departments; provide a centralized marketing and media relations system to promote the series; award a major financial prize to a nationally or internationally known performing artist annually, in return for an extended residency on campus; create a College of Communication and Fine Arts Visiting Artist faculty line to support a one or two semester position annually rotated amount the performing arts.

2000 baseline: \$40,000

2005 target: Increase the present funding for the College of Communication and Fine Arts Academic Enrichment fund so as to surpass the average Artist Series funding at benchmark institutions by 25% by 2004-2005

6 f. Develop a multimedia bachelor's degree

- Measure:** Develop curriculum for a Bachelor of Arts in Multimedia program to enhance the job competitiveness of our graduates ; require a knowledge of multimedia authoring tools, recording technology, video editing, photo editing, and data base software; encourage interdisciplinary activity, drawing from specializations within the College of Communication & Fine Arts and cooperate with the new FedEx Emerging Technology Complex; produce graduates with an understanding of all the creative aspects of a multimedia project, as well as the necessary functional, technical, and management considerations
- 2000 baseline:** Some courses exist in scattered departments
- 2005 target:** Program in place and fully functioning

Goal 7

Contribute to the intellectual, economic, cultural, and social well being of the community, region and state

Objectives:

7a. Provide market relevant educational programs and services that enhance the job competitiveness of our graduates

- Measure:** Narrative report from Vice Provost for Extended Programs and deans on an annual basis
- 2000 baseline:** Baseline to be developed in 2000
- 2005 target:** Greater breadth and depth of programming

7b. Provide programs and services through various delivery methods and at various locations

- Measure:** Number of off-campus sites
- 2000 baseline:** Eight primary sites, three sites staffed by full-time professional and support personnel; five primary sites staffed by one half-time person at each site
- 2005 target:** Ten primary locations, for sites staffed by full-time professional and support personnel; six primary sites staffed by one half-time person at each site
- Measure:** Delivery method
- 2000 baseline:** 47 courses delivered through electronic means, including on-line, video-assisted, interactive video, and combination of each
- 2005 target:** 100% increase in number of courses offered through electronic means
- Measure:** Degree completion programs available via electronic delivery
- 2000 baseline:** One graduate degree available
- 2005 target:** One additional graduate degree and one undergraduate degree completion

7c. Ensure articulation and transfer programs consistent with the University's academic policies and standards

Measure: Number of programs and services
2000 baseline: Limited number of articulation agreements
2005 target: Greater breadth and depth of programs and services including: 1) Gen Ed course articulation and course advising chart, 2) lower division articulation of courses with all other state supported and selected private colleges in Tennessee, 3) annual program articulation updates with primary two-year feeder institutions, 4) annual workshops for advisors from two-year feeder institutions, and 5) transfer advising manual for advisors at two-year institutions.

7d. Encourage the transfer of faculty-created technologies/discoveries to the private sector

Measure: Number of intellectual property licenses executed
2000 baseline: No university-owned intellectual properties currently licensed
2005 target: Three intellectual properties licensed

7e. Develop partnerships to enhance pre-kindergarten through 12th grade educational programming throughout the region

Measure: Narrative from deans on an annual basis
2000 baseline: To be developed in FY 2000
2005 target: Greater breadth and depth of offerings including participation in the Arts in the Schools Program, distribution of Educator's Guide to Ancient Egypt to local and regional schools, tours of Art Museum and Egyptian and African Collections to local and regional elementary and secondary students, summer workshops for teachers through Egyptian Institute, photography instruction to students at Overton High School, on-campus sculpture experience to Overton High School students, partnership with Brooks Museum, and regional music recording of High Water Records.

7f. Provide diverse cultural and social programs unique to the region

Measure: Diversity of programs
2000 baseline: Baseline to be developed in 2000
2005 target: Greater diversity of social and cultural programs including public lectures, art work in local and regional galleries, faculty lectures at local and regional galleries and museums, design assistance to local neighborhood redevelopment organizations, yearly lecture series, partnership with Brooks Museum, curatorial assistance and authoritative lectures.

7g. Enhance the positive image of The University of Memphis in the metropolitan community, state and nation.

- Measure:** 1) Number of substantive articles placed in print publications and number of news stories generated in broadcast media presenting a positive image of the University
2) Amount of advertising (paid media) that is placed
3) Number of speakers and experts placed with media outlets, public forums, conferences and workshops
- 2000 baseline:** 1) Baseline for articles and news stories to be developed in 2000
2) Approximately \$250,000 spent in paid advertising
3) Baseline for speakers and experts to be developed in 2000
- 2005 target:** 1) 20% increase in substantive news articles and news stories generated that present a positive image.
2) Increase advertising expenditures to 600% for more statewide and national advertising (*with likely source being private funding*)
3) 20% increase in number of speakers and experts

Goal 8

Create a nationally recognized diverse environment

Objectives:

8a. Identify best practices, research, and models for integrating diversity into the curriculum

- Measure:** Effective model for integrating diversity into the curriculum
2000 baseline: Data gathered in 2000 will serve as the baseline
2005 target: Implement at least one model in every college

8b. Identify best practices, research, and models for incorporating diversity into programs and services for students, staff, faculty, and the larger community

- Measure:** Effective diversity models
2000 baseline: Data gathered in 2000 will serve as the baseline
2005 target: Implement at least one model for students, staff, faculty, and the larger community

