



# 2016-2020

# Strategic Plan



Enhancing  
Quality of  
Life through  
Research,  
Outreach,  
and Practice

The College of Education, Health, and Human Sciences (CEHHS) is committed to academic excellence, advancement of scholarship, and addressing societal needs as the focus of our mission and strategic planning efforts. We provide opportunities and access for our students, faculty, staff, and others we serve.

Our faculty, staff, and administration understand the importance of continuous reflection on the college's structure and growth. We are mindful of our fiscal responsibilities while implementing and attaining this strategic plan. In our ongoing pursuit of excellence and innovation, the college's strategic plan guides us as we allocate resources and prioritize initiatives that serve our mission.

Our values, vision, and mission provided a strong foundation as we developed and then updated this strategic plan.



## WHAT WE VALUE

The following values provide the foundation for the college's vision and mission and serve as guiding principles for the strategic priorities set forth in this plan. As a college we value:

- Diversity and similarity among our students, staff, and faculty. We value people of all races, creeds, ethnicity, gender, sexual orientation, gender identity, physical ability, and socioeconomic groups;
- Teaching, learning, and practice. We value quality instruction and the integrity of our academic programs;
- Research, discovery, and application. We value the pursuit of knowledge, the respectful exchange of ideas, and academic freedom;
- Intercultural and international engagement. We value engagement with our local and extended communities and embrace intercultural and global perspectives;
- Outreach and service to the community. We value the importance of community outreach and service in fulfillment of our land-grant mission;
- Integrity, responsibility, and commitment to equity. We value and expect high standards for ethical behavior among our students, faculty, and staff;
- Respect for others. We value and foster a culture and climate respectful and appreciative of all members of the community; and
- Good stewardship of resources. We value sound stewardship of the financial resources provided to the college through the university, private philanthropy, and other sources of external funding.

## OUR VISION

Our vision is to help create a world that values knowledge, education, and health as key contributors to improved quality of life for all.

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**Enhancing Quality of Life through Research,  
Outreach, and Practice**

Our mission is to develop, encourage, and prepare innovative leaders who influence, improve, and inspire a healthy, educated, civil, and vibrant society.



## STRATEGIC PRIORITIES AND INITIATIVES

### STRATEGIC PRIORITY: UNDERGRADUATE EDUCATION

Recruit, enrich, and graduate a diverse body of undergraduate students who are prepared to enter the global community as lifelong learners and authentic leaders.

#### *STRATEGIC INITIATIVES*

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##### STUDENT SUPPORT

- Continue to place an emphasis on providing high quality academic advising and support.
- Improve recruitment of highly qualified prospective students by providing opportunities for them to learn about our programs and by taking steps to facilitate their enrollment.
- Develop and implement interventions to improve retention rates for programs that fall below the university's first-year retention rate.
- Continue monitoring course availability by program to help students make timely progress toward graduation.

##### STUDENT EXPERIENCE

- Student Input—Create opportunities to listen to students and learn about their experiences.
- Experience Learning—Promote opportunities for experience-based learning early and often in our students' academic careers.

### STRATEGIC PRIORITY: GRADUATE EDUCATION

Strengthen graduate education through an emphasis on excellence and improvement of the graduate student experience.

#### *STRATEGIC INITIATIVES*

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- Improve recruitment of highly qualified prospective students by providing opportunities for them to learn about our programs and by taking steps to facilitate their enrollment.
- Increase the total number of students enrolling and completing graduate degrees.
- Award outstanding students with financial support to offset the cost of education.
- Mentor graduate students as they consider options for the next step in their careers.
- Facilitate student research by providing opportunities for on-campus presentations and by supporting research projects and travel for research presentations.
- Provide guidance and opportunities for students to participate in community engagement and diversity/inclusion initiatives.



### 3 STRATEGIC PRIORITY: DIVERSITY AND INCLUSION

Enhance diversity and inclusion to benefit our students, faculty, staff, and others we serve.

Diversity and inclusion are long-held values for CEHHS and so this latest strategic plan includes a strategic priority in this area. In order to compete in a modern world transformed by shifting demographics, new technologies, and a rapidly evolving global economy, we strive to reinforce a respectful, inclusive, and welcoming environment to strengthen our campus, community, and society. We seek to increase the number of students, faculty, and staff from diverse cultures and backgrounds in our college. We acknowledge an increasingly global economy and aspire to provide an educational experience that supports students in learning to appreciate and work across differences.

#### ***STRATEGIC INITIATIVES***

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- Recruit and retain students, faculty, and staff that will increase diversity within CEHHS.
- Strengthen our capacity to offer a climate that is welcoming to all and hostile to none by increasing our efforts in preparing faculty, staff, and students to appreciate and work across differences and by increasing opportunities for minority students to be involved in scholarly activities.
- Integrate diversity and inclusion in the curriculum by documenting where students are exposed to relevant content, revising course materials as needed, and promoting opportunities to address diversity and inclusion through research, scholarship, creative activity, and engagement.
- Provide faculty, staff, and students with ongoing opportunities to develop their skills in promoting an environment that is welcoming to all and hostile to none.
- Mentor graduate students as they consider options for the next step in their careers.
- Facilitate student research by providing opportunities for on-campus presentations and by supporting research projects and travel for research presentations.
- Provide guidance and opportunities for students to participate in community engagement and diversity/inclusion initiatives.



### 4 STRATEGIC PRIORITY: RESEARCH, SCHOLARSHIP, AND CREATIVE ACTIVITY

Strengthen capacity, productivity, and recognition across our total portfolio of research, scholarship, and creative activity.

#### ***STRATEGIC INITIATIVES***

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- Develop and publish an annual report of research activity to describe our productivity and progress and to highlight specific points of pride.
- Identify areas of distinction and opportunity to increase both the quality and quantity of external funding proposals to support and enhance the research efforts of the college.
- Continue to recognize and reward excellence in research in faculty performance reviews.
- Encourage and support international opportunities for our students and faculty through the creation of partnerships with institutions in other countries to advance our research, scholarship, and creative activity.
- Provide training and support for faculty and students seeking to improve their skills in obtaining external funding.

## 5 STRATEGIC PRIORITY: OUTREACH AND ENGAGEMENT

Promote excellence in local and global outreach, service, and social and civic engagement to generate new knowledge, promote civic dialogue, and encourage economic and social development.

### STRATEGIC INITIATIVES

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- Engage students in community outreach and service-learning.
- Establish formal community-based collaborations.
- Provide leadership to and within the community.
- Establish formal collaborations with international organizations/institutions.

## 6 STRATEGIC PRIORITY: FACULTY AND STAFF

Attract, retain, and support faculty and staff members who will exemplify the values, embrace the vision, and execute the mission of the college through their work.

### STRATEGIC INITIATIVES

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Promote an inclusive college environment where integrity, commitment to excellence, and responsibility are valued and encouraged.

- Encourage and support departments in their efforts to incorporate diversity and inclusion into their daily operations.
- Use required annual performance evaluations to emphasize the importance of integrity and responsibility and to recognize and reward excellence in performance.
- Provide and support professional development opportunities for faculty and staff

Ensure a model of faculty support that promotes and recognizes excellence in scholarship, teaching, and service.

- Improve funding for start-up costs for new faculty hires.
- Provide mentoring support for faculty seeking tenure and/or promotion.
- Use faculty productivity measures in scholarship, teaching, and service to determine merit increases and college awards.

Ensure a model of employee support that promotes job satisfaction and professional growth.

- Monitor faculty and staff job satisfaction and attitudes.
- Maintain a dean's college-wide staff advisory board.
- Provide college and department employee orientations to prepare new faculty and staff members for their responsibilities.
- Develop professional development plans for all CEHHS staff members.
- Provide staff supervisors, department heads, and directors with the training and support needed to effectively guide the work and evaluation of those they lead.
- Address both faculty and staff salary inequities.

## STRATEGIC PRIORITY: RESOURCES AND INFRASTRUCTURE

Attract additional resources to enhance the infrastructure needed to support teaching, research, and outreach.

### STRATEGIC INITIATIVES

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Advocate for increased funding in support of updating and renovating buildings, classrooms, laboratories, and other spaces that support the mission of the college.

- Continually evaluate the need for reallocation of internal funds for research equipment, supplies, and essential materials.
- Ensure funding to enhance college-wide information and instructional technology.
- Focus development efforts on securing corporate, foundation, and private gifts in support of enhancing college infrastructure, as well as faculty and student awards.
- Engage the college Board of Advisors in advocacy and fundraising efforts.

Identify economies and efficiencies of operation designed to minimize nonessential spending and promote reallocation to college-wide priorities.

- Improve assessment and data-collection measures for informing budgetary and reallocation decisions.
- Increase the number and improve the quality of training opportunities for faculty and staff.
- Maintain open communication regarding budget decisions.





# Enhancing Quality of Life through Research, Outreach, and Practice

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