

STRATEGIC PLAN

2020 – 2025



Herbert College Strategic Plan

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**Introduction**

Dean Caula Beyl initiated a strategic planning effort in August 2019 to set a unifying vision and future direction for the Herbert College of Agriculture.

Dean Beyl charged a faculty and staff committee, led by Dr. Scott Senseman, to evaluate our strategic position and set a foundation for the plan. Over the course of four months, from August to November 2019, the committee reviewed institutional data, external trends, changing student needs, and progress against the past strategic plan. The committee also engaged faculty, staff, and students in listening sessions and surveys to gather broad perspectives of strengths, challenges, and opportunities.

A strategic planning retreat held in January 2020 crafted the strategic plan based on the committee’s work. The collaborative process included the Herbert College leadership team, faculty, staff, and campus partners. Dean Beyl instructed the group to develop a compelling future direction for the Herbert College without boundaries or past constraints.

The resulting plan centers on the future student experience and our land-grant mission impact. It challenges the college to build on our experience learning strength and innovate for the future. The plan positions our college for enrollment growth, both in traditional programs and new online opportunities. It recognizes the need to build our brand and expand industry partnerships to support this growth. It also acknowledges the need to support faculty with training and support to deliver new modes of instruction. Finally, a commitment to diversity, inclusion, and community underscores all aspects of the plan.

As we move forward, the Herbert College will prioritize actions and resources based on these priorities. Initial ideas for action are included in this version of the plan. The community will be engaged in further idea generation and implementation to identify high-impact initiatives that advance the plan.

Introduction



02

**Mission**

The Herbert College of Agriculture educates and prepares students for leading personally-satisfying lives as productive members of society with emphasis on careers in the agriculture, environmental, life, and social sciences.

**Vision**

**VOLunteers who raise the standard as global servant leaders in agriculture and natural resources**

* Make a difference by creating real life solutions
* Demonstrate state, region, and global impact
* Live the land-grant mission

Mission and Vision



5. Diversity, Equity, and Inclusion

**Strategic Priorities**

The Herbert College’s strategic plan adopts five strategic priorities that collectively advance our vision:

* **Herbert College Experience Learning**: Create a signature Herbert College model of experience learning and leadership that defines, differentiates, and transforms the student experience
* **Enrollment Growth:** Grow enrollment to provide resources to invest in the delivery of transformative educational experiences
* **Branding and Industry Partnership:** Initiate Herbert College branding and expand industry partnerships to support recruitment, expand opportunities for students, and recognize faculty expertise
* **Teaching and Delivery Innovation:** Adopt and support new teaching techniques and delivery methods, including online, to provide access to a high-quality education
* **Diversity, Equity, and Inclusion**: Reinforce a culture that values diversity, equity and inclusion in all that we do

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Strategic Priorities and Goals

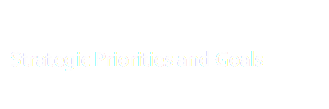
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Strategic Priorities and Goals

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**Goal 1: Herbert College Experience Learning**

**Create a signature Herbert College model of experience learning and leadership that defines, differentiates and transforms the student experience**

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| Focus Areas | * Create a signature experience learning model/institutional framework for the Herbert College to emphasize: experience learning, leadership, practical application of knowledge, professional development, and global awareness. * Raise funding to support students with financial need that facilitates participation in high-impact experiences (example – study abroad, service, internships, undergraduate research, teaching experience, leadership roles, etc.) | |
| Success  Metrics | * Percentage of seniors reporting engagement with high-impact practices * Percentage of underrepresented students engaged in high-impact experiences |



**Goal 2: Enrollment Growth**

**Grow enrollment to provide resources to invest in the delivery of transformative educational experiences**

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| Focus Areas | * Develop targeted recruitment plans and identify resources needed to support enrollment growth in:   + Undergraduate education   + Graduate education   + Graduate professional education   + Certificate programs |
| Success Metrics | * Undergraduate Student Enrollment * Undergraduate Student Retention * Undergraduate Student Graduation Rate * Master’s Student Enrollment * Doctoral Student Enrollment * Certificate Enrollment |

Strategic Priorities and Goals

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**Goal 3: Branding and Industry Partnership**

**Initiate a Herbert College branding campaign and expand industry partnerships to support recruitment, expand career opportunities for students, and recognize faculty and staff expertise**

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| Focus Areas | * Build a progressive marketing and branding campaign for Herbert College around career opportunities in agriculture and natural resources * Use existing advisory boards to expand Herbert College visibility into industry needs and integrate into curriculum * Increase efforts to support external recognition of faculty and staff accomplishments * Expand Herbert College engagement and recognition of alumni | |
| Success Metrics | * Number of Interactive and Engaged Industry Partners * Number of Faculty and Staff Recognition Awards * Percentage Alumni Engagement |

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Strategic Priorities and Goals



**Goal 4: Teaching and Delivery Innovation**

**Adopt and support new teaching techniques and delivery methods, including online, to provide access to a high-quality education**

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| Focus Areas | * Establish an institutional framework and infrastructure, including training, to support a new experience learning model and online degrees * Expand multicultural competence training to support access and quality goals for the Herbert College Experience | |
| Success Metrics | * Number of additional online certificates or degree programs * Number of faculty and students engaged in multicultural competency training or courses * Documented training resources |

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Strategic Priorities and Goals

**Goal 5: Diversity, Equity, and Inclusion**

**Reinforce a culture that values diversity, equity, and inclusion in everything that we do**

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| Focus Areas | * Integrate diversity, equity, and inclusion in all strategic plan goals * Develop and implement the Herbert College Diversity Plan |
| Success Metrics | * To be defined in Herbert College Diversity Plan |

Note: Goal 5 serves as a foundation to the Herbert College Strategic Plan. Each goal includes a component of diversity, equity, and inclusion that is designed to enhance the Herbert College Experience. It also integrates the Herbert College Diversity Plan in order to elevate diversity, equity and inclusion in all that we do.

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Strategic Priorities and Goals



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Action

**Action**

Action to achieve broad goals and progress in areas of focus will require attention at multiple levels:

* **Herbert College Initiatives:** The Herbert College will evaluate opportunities to engage in both short-term, high-impact and transformational initiatives that advance goals and focus areas outlined in the strategic plan. These initiatives will be sponsored by the Dean and engage multiple departments, units, and campus partners. Ideas will be solicited from the community and prioritized based on level of impact and available funding.
* **Unit and Department-Level Tactics:** Departments and units will be charged to identify and complete tactics that advance the strategic plan. Units and departments will identify, prioritize, and adopt tactics as part of the annual planning process.

The Dean will assign responsible individuals or committees (in some cases) to advance initiatives and major tactics (for example, leaders for enrollment plans, experience learning model, etc.).

The Herbert College will develop an active workplan that integrates initiatives and tactics. The workplan will be refreshed annually to reflect priorities given available time and resources.

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**Herbert College Initiatives – Ideas and Proposals**

Herbert College will engage the campus community for ideas to advance the strategic plan. Ideas will be prioritized based on potential impact and resources needed. Initial ideas and proposals are included below:

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| Initiative | Type of Initiative   * Short-term, High-impact * Transformative | Goal Alignment/ Impact |
| **Next Chapter/ Transfer Recruitment**   * Connect 4-H Next Chapter transfer students with opportunities at Herbert College * Expand community college relationships and pathways based on student needs | Short-term,  High-impact | Enrollment Growth |
| **Professional Development Partnership**   * Integrate Teaching and Extension missions through the BEST program by including Agricultural   Leadership, Education, and Communication Department staff and faculty in Extension personnel training   * Expand on current professional development opportunities for faculty and Extension agents | Short-term,  High-impact | Training and Development |

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| Initiative | Type of Initiative   * Short-term, High-impact * Transformative | Goal Alignment/ Impact |
| **Scholars Programs**   * Establish additional scholars’ programs associated with industry similar to Farm Credit Scholars | Transformative | Experience Learning, Enrollment Growth, Industry Partner |
| **Graduate Institute**   * Develop framework to support interdisciplinary graduate education * Focus Graduate Institute around human/animal health and natural resources * Integrate with research needs * Provide financial support for graduate student recruitment and funding * Review and revamp graduate course offerings accordingly | Transformative | Enrollment Growth |
| **Student Space**   * Create a space for students to congregate and connect at Herbert College * Use space to promote experience learning and learning communities | Transformative | Experience Learning, Enrollment Growth |

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| Initiative | Type of Initiative   * Short-term, High-impact * Transformative | Goal Alignment/ Impact |
| **Experience Learning Clearinghouse**   * Formalize experience learning opportunities at Hebert College * Provide a resource for students to identify and engage | Short-term,  High-impact | Experience Learning |
| **Herbert College Storybook**   * Gather videos of seniors describing impact of Herbert College education | Short-term,  High-impact | Enrollment Growth, Branding |

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**Unit and Department Tactics – Ideas and Proposals**

The following are tactics to be achieved by departments or units. These ideas were generated as part of the strategic plan retreat.

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| Tactics |
| **Goal 1: Herbert College Experience Learning** |
| **Herbert College Curriculum**   * Build a curriculum and set expectations for each Herbert College student * Integrate and track co-curricular activities in student transcripts * Engage external partners to ensure professional relevance and promote career opportunities for students * Develop faculty training, incentives and recognition to support the new experience learning model (example – promotion and tenure model, expectations for new hires, development, awards) |
| **Goal 2: Enrollment Growth** |
| **Undergraduate Enrollment**   * + Build relationships with high schools and Next Chapter 4-H program to enhance recruitment opportunities   + Be inclusive of urban and rural student recruitment as potential future Herbert College students   + Expand and streamline transfer pathways for community college students to enhance recruiting efforts   + Leverage UTK scholarships and expand Herbert College funding for students   + Integrate with Tennessee state initiatives (Tennessee Promise, Tennessee Reconnect, Veterans, etc.)   + Improve student retention |

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| Tactics |
| **Goal 2: Enrollment Growth** |
| **Graduate Enrollment**   * Address and overcome roadblocks to address graduate financial support (scholarships, tuition waivers, assistantships, bridge funding) * Provide opportunities for under-represented students in graduate education * Build 4+1 programs that connect and streamline undergraduate and graduate degrees * Offer graduate course curricula that are meaningful and enroll sufficient numbers of students to achieve fiscal responsibility * Organize graduate degree programs to achieve sufficient graduation rates to meet THEC requirements |
| **Goal 2: Enrollment Growth** |
| **Graduate Professional**   * Expand offerings for professional master’s degrees (non-thesis, online) * Establish coordinated marketing resources for all non-thesis degrees |
| **Goal 2: Enrollment Growth** |
| **Certificate Programs**   * Develop online courses and certificate programs to grow the non-traditional student base * Collaborate with Extension to identify areas of need for Extension personnel certificates and delivery |





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| Tactics |
| **Goal 3: Branding and Industry Partnership** |
| **Faculty Recognition**   * Expand public relations efforts to highlight faculty accomplishments * Promote faculty for national awards and international honors |
| **Goal 4: Teaching and Delivery Innovation** |
| **Training and Development**   * Expand online and virtual learning training for faculty to develop new course content * Develop incentives to support adoption of new techniques and delivery methods * Develop training for graduate students * Increase in number of on-line course offerings |
| **Goal 5: Diversity, Equity, and Inclusion** |
| **Diversity, Equity, and Inclusion Plan**   * Complete plan to guide Herbert College efforts |

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Financial Plan

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Metrics and Progress

**Metrics and Progress**

The Herbert College adopts the following success metrics to measure progress:

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| Goal | Metrics |
| Herbert College Experience Learning | * Percentage of seniors reporting engagement with high-impact experiences * Percentage of underrepresented students engaged in high-impact experiences |
| Enrollment Growth | * Undergraduate Enrollment * Undergraduate Retention * Undergraduate Graduation * Master’s Enrollment * Doctoral Enrollment * Certificate Enrollment |
| Branding and Industry Partnership | * + Number of Industry Partners   + Number of Faculty Awards   + Percentage Alumni Engagement |
| Teaching and Delivery Innovation | * Number of faculty and graduate students engaged in training and professional development |
| Diversity, Equity, and Inclusion (DEI) | * To be defined in the Herbert College DEI plan |

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