

2025-2030

GROWING GREATNESS

A FIVE-YEAR STRATEGIC
PLAN FOR UTIA

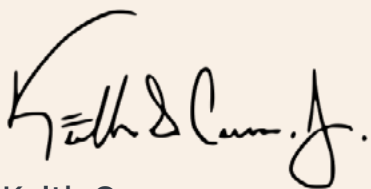
UTIA INSTITUTE OF
AGRICULTURE
THE UNIVERSITY OF TENNESSEE

WELCOME

The University of Tennessee Institute of Agriculture is a special place. Here, our world-renowned researchers, educators, and experts create and deliver Real. Life. Solutions. every day that address some of society's most pressing issues.

As one of the few land-grant university institutes of agriculture in the country, we are uniquely poised to serve Tennessee and beyond. The institute is home to UT AgResearch, UT Extension, the Herbert College of Agriculture, and the College of Veterinary Medicine. Together, these units collaborate to create outstanding opportunities in agriculture, natural resources, and life sciences.

This five-year strategic plan is our roadmap to ensure we are serving our state, nation, and world at the highest level possible. Together, we will continue to set the bar high, growing greatness for years to come.



Keith Carver
*Senior Vice Chancellor
and Senior Vice President
UT Institute of Agriculture*





OUR MISSION

We provide Real. Life. Solutions. through teaching, research, and outreach.

OUR VISION

As a land-grant institute, we aspire to improve lives of Tennesseans and beyond—one discovery, one community, one classroom, one home, and one farm at a time.

OUR VALUES

The following values guide UTIA in carrying out its mission. All UTIA faculty, staff, students, and volunteers should aspire to act in ways consistent with these values.

- *Cooperation and Collaboration*
- *Creativity and Discovery*
- *Quality Programs and Services*
- *Accountability and Integrity*
- *Transparent and Intentional Communication*

PRIORITIES FOR THE INSTITUTE OF AGRICULTURE

Developing Skilled, Lifelong Learners and Citizens, and a Resilient Workforce

UTIA is committed to developing tomorrow's leaders today. Through a multifaceted approach, we prioritize initiatives aimed at cultivating talent, fostering continuous learning, and empowering individuals to thrive.

Securing a Safe, Nutritious, and Affordable Food System Locally, Nationally, and Globally

UTIA is dedicated to implementing proactive measures that address the complex challenges facing agriculture. We embrace a holistic approach to foster resilience and prosperity within local, national, and global food systems.





Improving the Health, Safety, and Well-Being of Humans and Animals

UTIA plays a pivotal role through its recognition and integration of the One Health concept. Embracing the One Health approach, which underscores the interconnectedness of human, animal, and environmental health, UTIA is uniquely positioned to spearhead initiatives aimed at bolstering health outcomes in Tennessee and beyond.

Ensuring the Profitability of Agricultural Producers and the Sustainability of Communities

UTIA fosters collaborative partnerships and innovative initiatives to realize economic sustainability for the communities we serve. Recognizing the connection of economic prosperity and community well-being, we prioritize sustainable development strategies that empower residents and businesses alike. With a commitment to encouraging innovation and collaboration, our organization is dedicated to building a prosperous and sustainable future.

Enhancing and Protecting Natural Resources and a Sustainable Environment

In the pursuit of a thriving and sustainable future for Tennessee, UTIA is committed to enhancing and protecting our natural resources and fostering a sustainable environment. Our approach reflects a balance between human prosperity and environmental well-being.



STRATEGIC GOAL

1. EXPAND EDUCATIONAL OPPORTUNITIES

Deliver high-quality, relevant learning experiences.

High-quality, relevant learning experiences are transformative and foster deeper understanding, critical thinking, and skill development. These experiences are thoughtfully designed to align with learners' needs, interests, and real-world applications.

Strategies and Actions

A UTIA will expand access to online learning.

- Increase the number of online courses and credentialing as well as continuing education programs (degree seeking and non-degree seeking).
- Increase number of participants enrolled in online learning (degree seeking and non-degree seeking).
- Increasing access to online information and resources for self-guided learning.

B UTIA will expand access to residential and face-to-face engagement.

- Increase in residential retention and graduation rates.
- Increase the residential students.
- Increase participation in face-to-face Extension and outreach programs.

C UTIA will provide quality, relevant learning experiences.

- Increase number of and participation in experiential learning opportunities or high-impact experiences locally and globally.
- Increase number of opportunities available for stakeholders, leaders, and constituents to provide feedback on program relevancy and needs.
- Increase number of teaching and learning professional development opportunities offered for and attended by personnel.
- Increase study abroad participation.

D UTIA will build connections with new audiences.

- Increase access to a broader audience with respect to demographics and workforce categories.
- Increase number of national and international participants in our programs.
- Increase partner engagement in developing new programs for an ever-changing landscape.

Outcomes and Metrics

- Increase the number of clients interacting with educational offerings and programs across UTIA.
- Increase undergraduate enrollment at the Herbert College of Agriculture.

Example:

Develop an engaging digital education platform to enhance access to online information and resources for self-guided learning.

A close-up photograph of a man with a beard, wearing a white lab coat and blue nitrile gloves. He is focused on a task, using a thin metal tool to work on a light-colored plant stem. The background is softly blurred, showing green foliage and a bright light source, suggesting an outdoor or greenhouse setting. The overall tone is professional and scientific.

STRATEGIC GOAL

2. FOSTER INNOVATION AND DISCOVERY

Develop solutions to address issues related to land, life, and science.

Continued growth of research at UTIA will be integral in broadening the institute's impact and elevating its national reputation. UTIA should be known as the go-to destination for top researchers, graduate students, and funding partners to perform basic and applied research that addresses current and emerging relevant challenges.

Strategies and Actions

A UTIA will explore alternative production systems for viable economic opportunities.

- Strengthen and support precision livestock farming efforts.
- Support USDA Smart Climate Initiative.

B UTIA will continue to invest in facilities and scientific infrastructure.

- Construct a Next-Gen Poultry facility.
- Support construction of a protein innovation center.

C UTIA will continue to grow grants and contract expenditures.

- Increase refereed publications by 50 percent and citations (H-index) by 25 percent.
- Increase HERD Report research expenditures by 50 percent.

Outcomes and Metrics

- Increase economic impacts on Tennessee through innovation.

Example:

Work collaboratively with industry partners and stakeholders to create solutions that address farming innovations and protein needs.





STRATEGIC GOAL

3. ENCOURAGE AND INCREASE COLLABORATION

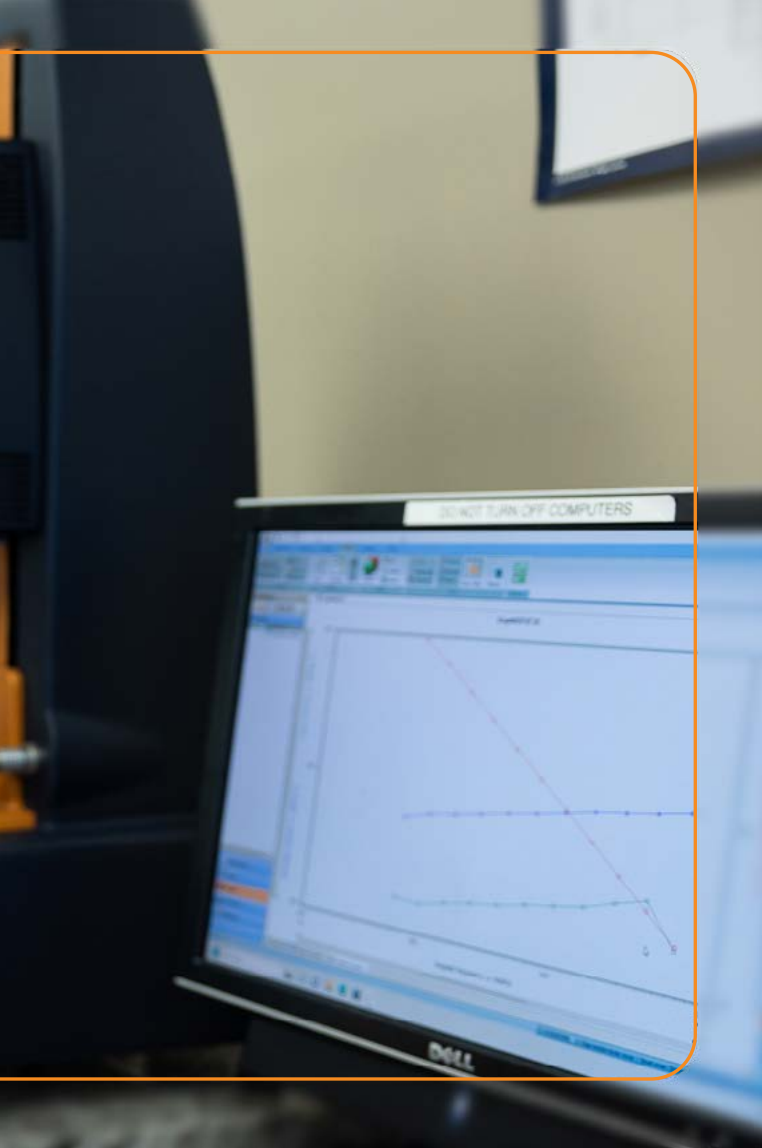
***Support a culture of trust
and collaboration.***

An environment of trust and collaboration allows people to develop creativity and take risks to overcome obstacles and achieve innovative outcomes far surpassing those of individual efforts.

Strategies and Actions

A UTIA will strengthen partnerships.

- Increase number of partnerships with external industries, agencies, and producers as well as internal system-wide campuses and institutes.
- Increase number of grant proposals and grant dollars with cross-functional collaboration across missions.
- Increase awareness and utilization of joint resources.
- Implement defined and interdependent performance metrics that drive achievement and joint success.



Outcomes and Metrics

- Increase the network of statewide, national, and international collaborations.
- Increase number of relevant opportunities for in-person gatherings across the state, expanding the audience as appropriate.

Example:

UTIA is launching a recognition program to celebrate employees statewide. We will continue to host employee appreciation events and encourage in-person gatherings across the state.

B UTIA will enhance and foster meaningful internal communication.

- Increase number of relevant opportunities for in-person gatherings across the state.
- Increase joint communication efforts.
- Increase leadership team development focused on effective internal communications and team accountability.

C UTIA will reduce barriers and duplication of work.

- Reduce duplicative processes or tools and transition to consistent institute-wide tools and systems.
- Clearly define and communicate the relationships and roles between UTIA, UT Knoxville, and UT System Administration and shared services.
- Develop and implement service level agreements for administrative units to communicate the extent and nature of services provided and define case response expectations.

4. SHARE OUR COLLECTIVE SUCCESS

Continue to tell the story of how we and our partners impact communities.

Communicate a clear message of UTIA's compelling story of how we educate, discover solutions, and impact our state and world.



STRATEGIC GOAL

Strategies and Actions

A UTIA will develop strategies to reach newly identified key audiences to increase awareness of UTIA and its mission.

- Increase awareness of the UTIA story among UT Knoxville faculty and staff, new Tennessee residents, and urban residents.
- Continue to use media monitoring tools to analyze number of reaches, value, and geographical distribution.

B UTIA will come to a consensus on how visual brand architecture supports messaging.

- Conduct a brand audit.
- Develop internal education on visual brand assets and usage.

C UTIA will create and launch an internal campaign to educate, support, and empower brand ambassadors.

- Increase participation in UTIA employee orientation through mandatory attendance.
- Increase number of students participating in orientation and/or learning module(s) about UTIA and the land-grant mission.
- Create a regular meeting for all UTIA communicators to share knowledge.

Outcomes and Metrics

- Empower all of UTIA to use marketing and communications tools effectively in telling our story.

Example:

Implement a digital asset management system to provide storytelling tools to all UTIA employees.



STRATEGIC GOAL

5. NURTURE OUR TALENT

Recruit, retain, and develop top faculty and staff to be the best-in-class institute.

Aspire to be a destination of choice for top performing faculty and staff from recruitment forward.

Strategies and Actions

A UTIA will provide the needed infrastructure to attract quality candidates.

- Increase the quality of candidates applying for both faculty and staff positions.
- Improve compliance with the completion of the six-month probation assessment for staff.
- Increase the percentage of faculty promoted and tenured.
- Develop a process and toolbox to assist faculty with spousal accommodations and employment opportunities in the region.
- Create a process that tracks the time to fill positions.
- Decrease pay gap between market rates vs. actual.

B UTIA will establish opportunities for faculty and staff growth.

- Increase the number of employees engaged in active individual development plans.
- Develop opportunities and a pathway for succession planning within UTIA.
- Establish a UTIA leadership program for mid-level leaders.



Outcomes and Metrics

- Increase opportunities to compete for national and professional awards and honors.
- Increase to 100 percent the number of employees engaged in active individual development plans and progressing toward those goals.

Example:

UTIA will develop opportunities for succession planning within the institute and will establish a leadership program for mid-level leaders.

OUR STRATEGIC PLAN COMMITTEE



David Anderson



Michele Atkins



Misty Bailey



Doug Bohner



Dannie Bradford



ShaRonda Cooper



Brad Day



Brian Dickens



Annie Freeland Fishel



Tom Gill



Meggan Graves



Lacy Harnage



Tammie Jay



Bill Johnson



Cassie Johnson



Jerry Lamb



Sandy Lindsey



Andrea Ludwig



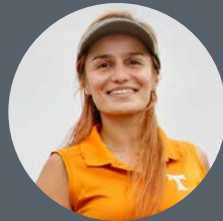
Bonnie Ownley



Ethan Parker



Troy Rowan



Avat Shekoofa



Chris Sneed



Lisa Stearns



Christopher Stripling



Jai Templeton



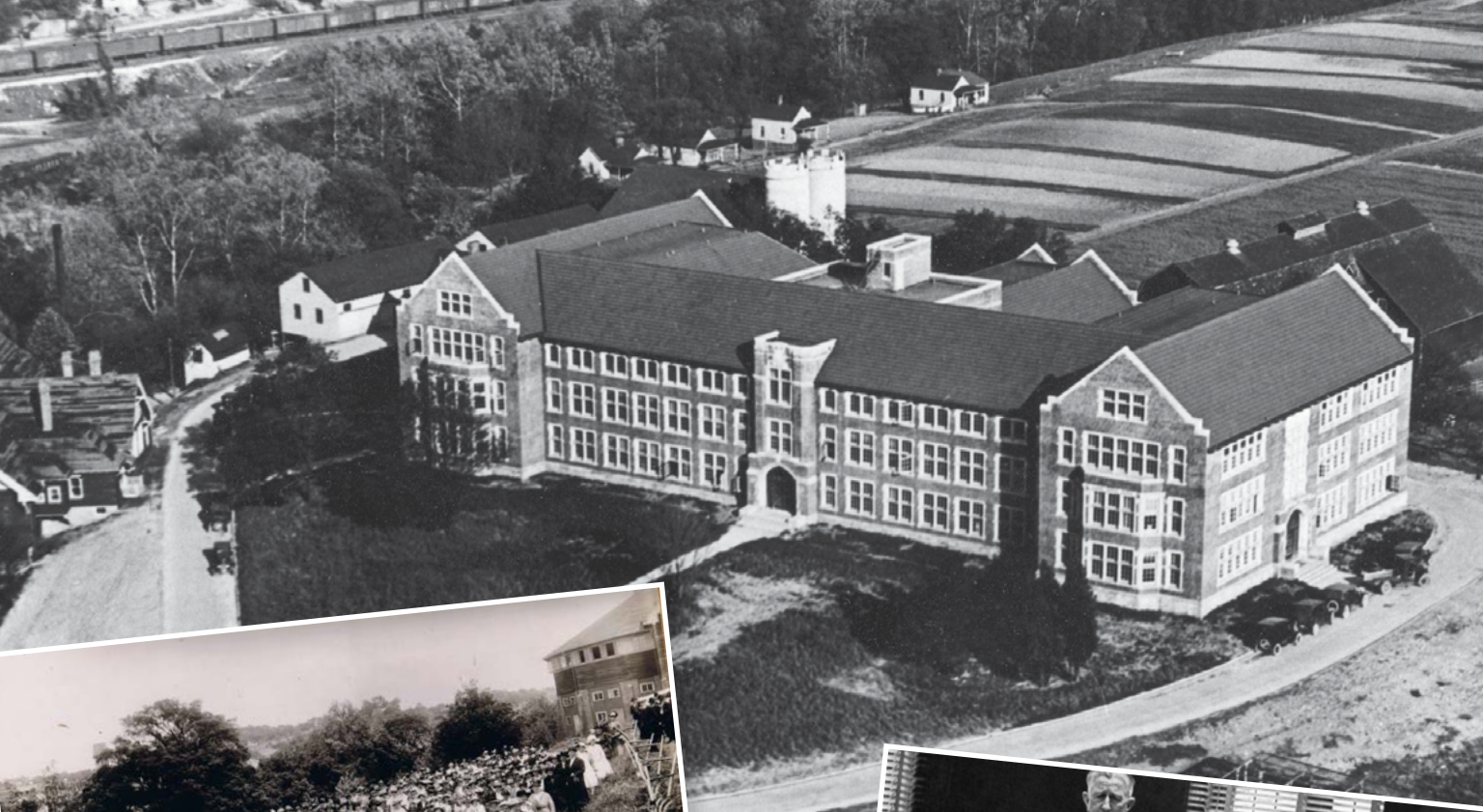
Kevin Thompson



Emma Willcox



Hannah Wright



OUR STORY

People across Tennessee and around the world rise to their potential and thrive when the Institute of Agriculture rises.

The UT Institute of Agriculture (UTIA) is the global model for furthering food, fiber, and natural resources through trailblazing research, lifelong education, and collaborative extension and engagement for all who seek our services. Our deep and longstanding statewide connections deliver the trusted Real. Life. Solutions. farmers need to prosper, advancing the next generation in agriculture.

Ultimately, our work helps Tennesseans—and future generations of Tennesseans—live healthier, more productive lives; creates stronger national security; and drives economic advantages to all corners of Tennessee. This work matters, because as the world and Tennessee’s population grows—and land and water become even more scarce—our work in enhancing agriculture helps make improved health and food security a reality. By discovering and sharing science-based research, we help producers feed more, using less, ensuring both human and animal health. Our veterinary



medicine protects public health and generates economic benefits to the state and nation, and our work with youth, through 4-H and other learning opportunities, bolsters Tennessee's future.

UTIA provides multigenerational educational opportunities that expand minds and encourage imagination, creativity, and innovation. We are invigorated by the Volunteer Spirit, by the trust and respect Tennesseans have for us, and by the impact we are making here and worldwide. We are humble in demeanor, driven by data, and

serious about our accountabilities, yet we dream big and are passionate and energized by the opportunity to do more.

We are improving life for Tennesseans and beyond one discovery, one community, one classroom, one home, and one farm at a time. Rarely does an organization have the opportunity to impact lives in the way the University of Tennessee Institute of Agriculture does. We strive to be the model of how a land-grant university can positively impact the world, now and into the future.



UTIA.TENNESSEE.EDU

All qualified applicants will receive equal consideration for employment and admission without regard to race, color, national origin, religion, sex, pregnancy, marital status, sexual orientation, gender identity, age, physical or mental disability, genetic information, veteran status, and parental status, or any other characteristic protected by federal or state law. In accordance with the requirements of Title VI of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, and the Americans with Disabilities Act of 1990, the University of Tennessee affirmatively states that it does not discriminate on the basis of race, sex, or disability in its education programs and activities, and this policy extends to employment by the university. Requests for accommodations of a disability should be directed to the Office of Equity & Diversity, 1840 Melrose Avenue Knoxville, Tennessee 37996-3560 or oed@utk.edu or (865)974-2498. Inquiries and charges of violation of Title VI (race, color and national origin), Title IX (sex), Section 504 (disability), the ADA (disability), the Age Discrimination in Employment Act (age), sexual orientation, or veteran status should be directed to the Office of Investigation & Resolution 216 Business Incubator Building 2450 E.J. Chapman Drive Knoxville, Tennessee 37996 or (865)974-0717 or investigations@utk.edu.