Vol Vision 2020
STRATEGIC IMPLEMENTATION PLAN

THE UNIVERSITY OF TENNESSEE
KNOXVILLE
The Journey
Vol Vision 2010-2015

MAJOR ACCOMPLISHMENTS
ACCOMPLISHMENTS 2015

PERCENTAGES OF 2015 INCOMING CLASS ACT SCORES

25%

above

29

below

24

below

25

75%

above

30

29
ACCOMPLISHMENTS 2010–2015

- 69% SIX-YEAR GRADUATION RATE
- +14% PhD DEGREES
- +50% SPONSORED RESEARCH
ACCOMPLISHMENTS 2010–2015

$12K REDUCED SALARY GAP OF FULL PROFESSORS

$4K

$235M RECORD PHILANTHROPY

$1B CAMPUS TRANSFORMATION
ACCOMPLISHMENTS 2010–2015

RETENTION
84% → 87%

STUDENT/FACULTY RATIO
20:1 → 19:1
LESSONS LEARNED/CHALLENGES

- Retention
- Graduate Education
- Resources
- Competition for students
- Graduation Rate
PATH FORWARD

VOL VISION 2010:
THE JOURNEY BEGINS

- Aspirational Top 25 Quest
- Compare to the Best
- Create Solid Foundation
- Actionable Strategic Plan
- Accountability

VOL VISION 2020:
CONTINUES THE JOURNEY
Vol Vision 2020

STRATEGIC PRIORITIES

UNDERGRADUATE EDUCATION

GRADUATE EDUCATION

RESEARCH, SCHOLARSHIP, CREATIVE ACTIVITY & ENGAGEMENT

FACULTY & STAFF

RESOURCES & INFRASTRUCTURE

DIVERSITY & INCLUSION
## Vol Vision 2020
### IMPLEMENTATION

**Cabinet-Level Executive Leadership Teams**

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<th>Area</th>
<th>Leader</th>
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<td>Vol Vision 2020 Implementation</td>
<td>Chancellor, Provost</td>
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<td>Undergraduate Education</td>
<td>Provost, Vice Chancellor Student Life</td>
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<td>Graduate Education</td>
<td>Provost, Dean for Graduate Education</td>
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<td>Research, Scholarship, Creative Activity &amp; Engagement</td>
<td>Vice Chancellor for Research &amp; Engagement</td>
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<td>Faculty and Staff</td>
<td>Provost, Vice Chancellor for Human Resources</td>
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<td>Resources and Infrastructure</td>
<td>Vice Chancellor for Administration &amp; Finance, Vice Chancellor for Development &amp; Alumni</td>
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<tr>
<td>Diversity and Inclusion</td>
<td>Chancellor and Vice Chancellors</td>
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</table>
Recruit, enrich, and graduate undergraduate students who are prepared to enter the global community as lifelong learners and authentic leaders.

1. Recruitment and Retention

2. Education Innovation and Student Experience

3. Engagement After Graduation

Effectiveness and Cost Management Foundation:
Student Centric Communication and Processes, Data-Driven Decisions
## Undergraduate Education

### Implementation

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<tr>
<th>Action</th>
<th>Campus-Wide Initiatives</th>
<th>Strategic Priority Alignment</th>
<th>Implementation Start</th>
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#### Priority 1 - Undergraduate Education

<table>
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<tr>
<th>Recruitment and Retention</th>
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<td></td>
<td>Enrollment Growth—Recruitment (In-State, Out-of-State, Transfer)</td>
<td>✘</td>
<td>✘</td>
<td>AP Enrollment Management</td>
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<tr>
<td></td>
<td>Enrollment Growth—Retention (Analytics to Target Retention Interventions)</td>
<td>✘</td>
<td>✘</td>
<td>AP Enrollment, VP Academic Affairs</td>
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<tr>
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<td>Undergraduate Student Diversity—Recruitment and Retention</td>
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<tr>
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<td>Improve Transfer Student Experience and Retention</td>
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<td>✘</td>
<td>VP Academic Affairs, Registrar, AP Enrollment</td>
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<td></td>
<td>Retention of Financial Aid and Scholarships</td>
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<td></td>
<td>AP Enrollment, VP Academic Affairs</td>
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</table>
1. Recruitment and Retention

UNDERGRADUATE ENROLLMENT GROWTH THROUGH RECRUITMENT AND RETENTION

ENROLLMENT GROWTH—RECRUITMENT

Improve the on-campus recruitment experience through new campus visit/tour strategy and emphasis on academics

Reorganize regional in-state recruiters and improve outreach with Tennessee high schools and community colleges

Add recruiters in targeted out-of-state markets with growth potential

Build transfer pipeline by increasing the Vol Bridge program and adding community college counselors
Regional competitors have been heavily recruiting out-of-state students, resulting in a competitive environment for both Tennessee and out-of-state students.

Higher percentages of out-of-state students, including students from Tennessee.
UT Knoxville was the fourth highest in students receiving Pell Grant assistance (family income less than $50K).
We continue to trail peers in first-to-second year retention.

**CURRENT**
First-to-Second Year Retention, 2014
UT Knoxville vs. Peers

Top 25 Target Peers

2020 Goal: 90%
The Journey Continues
Questions/Comments