



THE UNIVERSITY OF
TENNESSEE
KNOXVILLE

Vol Vision 2020: *Journey to the Top*

Vol Vision is the strategic plan for the University of Tennessee. The mission, vision, values, and strategic priorities set forth in this plan will allow the campus to align actions and resource decisions around a common vision.

MISSION

The primary mission of the University of Tennessee, Knoxville, is to move forward the frontiers of human knowledge and enrich and elevate the citizens of the state of Tennessee, the nation, and the world. As the preeminent research-based land-grant university in the state, UT embodies the spirit of excellence in teaching, research, scholarship, creative activity, outreach, and engagement attained by the nation's finest public research institutions.

VISION

We seek to establish UT as a top-tier public research university. Inherent in this vision is an acknowledgment that UT is currently a premier institution. Our vision reflects a desire to contribute to the legacy of the university and its longstanding tradition of excellence. Our journey embraces our Volunteer identity and builds on the strengths that differentiate us from our peers. Our success will depend on a sustained commitment to improvement as part of our culture.

VALUES

Our culture is guided by adherence to core values that define the Volunteer spirit and permeate who we are, what we do, and our approach to living and learning at UT and beyond. We strive to achieve these values through:

- Seeking knowledge
- Leading with innovation and integrity
- Advancing diversity and inclusion
- Engaging locally and globally
- Embracing the responsible stewardship of resources

STRATEGIC PRIORITIES

1.

UNDERGRADUATE EDUCATION

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

Focus Areas

- Recruitment, retention, graduation
- Education innovation and student experience
- Engagement after graduation
- Student-centered efficiencies, data-driven decisions

2020 Goals

- Continue to attract first-year students with ACT scores comparable to Top 25 peers
 - Increase first-to-second-year retention to 90 percent
 - Raise six-year graduation rates to 80 percent
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2.

GRADUATE EDUCATION

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

Focus Areas

- Excellence in graduate education
- Graduate student enrollment
- Graduate student success and placement
- Graduate school services, quality of data

2020 Goals

- Increase PhDs awarded by 15 percent to 365
 - Increase master's and professional degrees awarded by 15 percent to 2,083
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3.

RESEARCH, SCHOLARSHIP, CREATIVE ACTIVITY, ENGAGEMENT

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

Focus Areas

- Excellence across the total research portfolio
- Sponsored research competitiveness
- Engagement and outreach
- Research in the education mission
- Infrastructure, compliance

2020 Goals

- Increase federal research expenditures to \$200 million
- Increase total sponsored research expenditures to \$346 million



4.

FACULTY AND STAFF

Attract, retain, and recognize stellar faculty and staff who strive for excellence and proudly embody Volunteer values.

Focus Areas

- Recruiting and retaining top talent
- Compensation gaps
- Excellence and professional development
- Performance evaluation and management

2020 Goals

- Narrow faculty and staff salary gaps
- Maintain undergraduate student to tenure-line faculty ratio comparable to Top 25 peers
- Increase faculty awards; narrow gap to peers

5.

RESOURCES AND INFRASTRUCTURE

Develop a resource base for the future; continue transformation of campus infrastructure.

Focus Areas

- Resource base
- Effectiveness and cost management
- Campus transformation

2020 Goals

- Narrow gap to Top 25 peers in teaching and support funding per student
- Raise five-year average philanthropic support by 30 percent to \$110 million



6.

DIVERSITY AND INCLUSION

Enhance diversity and inclusion.

Focus Areas

- Campus profile
- Campus climate
- Education and research mission
- Compliance

2020 Goals

- Goals are currently in development



METRICS

ACT equivalent (75th–25th percentile)
 First-to-second-year retention rate
 Six-year graduation rate
 Number of PhD degrees
 Number of master’s and professional degrees
 Federal research expenditures
 Total research expenditures
 Faculty salary range
 Undergraduate student to tenure-line faculty ratio
 Faculty awards
 Teaching and support expenditures per student
 Five-year average philanthropic support

TOP 25 TARGET PEERS

Clemson University
 Indiana University
 Michigan State University
 Purdue University
 Rutgers, the State University of New Jersey
 Texas A&M University
 University of Georgia
 University of Minnesota

2020 GOALS

Metrics also include indicators of excellence and quality to be established at the college, department, and division levels (not shown).

	<i>2010 Baseline</i>	<i>2014 Assessment</i>	<i>2020 Goal</i>
Priority 1: Undergraduate Education			
ACT equivalent (75th–25th percentile)	29/24	29/24	Remain at peer range ¹
First-to-second year retention rate	84%	87%	90%
Six-year graduation rate	60%	69%	80%
Priority 2: Graduate Education			
Number of PhD degrees	277	317	365
Number of master’s and professional degrees	1,845	1,811	2,083
Priority 3: Research, Scholarship, Creative Activity, and Engagement			
Federal research expenditures ²	\$70M	\$128M	\$200M
Total research expenditures ²	\$165M	\$246M	\$346M
Priority 4: Faculty and Staff			
Faculty salary range	\$67K–\$108K	\$76K–\$130K	Narrow gap with peers ¹
Undergraduate student to tenure-line faculty ratio	20:1	19:1	Remain at peer range ¹
Faculty awards ³	10	12	Narrow gap with peers ¹
Priority 5: Resources and Infrastructure			
Teaching and support expenditures per student	\$16,100	\$19,487	\$22,400
Five-year average philanthropic support ⁴	N/A	\$83.5M	\$110M
Priority 6: Diversity and Inclusion			
Goals are currently in development			

¹ Gap to peers or peer range refers to UT Knoxville’s performance compared to an average of Top 25 target peer group.

² Research expenditures are for the Knoxville area and include the UT Institute of Agriculture.

³ The source and definition for faculty awards data is based on the Center for Measuring University Progress.

⁴ Vol Vision 2020 uses five-year average philanthropic support. This replaces the previous metric of endowment per student.