CONTINUING OUR JOURNEY TO THE TOP
Past Progress and Future Opportunities

Vol Vision 2020
A Preliminary Working Draft

Fall 2015

THE UNIVERSITY OF TENNESSEE
KNOXVILLE
Vol Vision 2020 – Objectives

• Complete a strategic review of progress over the past five years

• Engage and listen

• Adopt strategic directions for 2020

• Develop a clear, high level document for 2020
Process

1. **Milestone Strategic Assessment**
   - **Feb – June 2015**
   - **Objective:** Listen
     - Faculty, staff, student forums
     - Deans, division heads, cabinets, councils, committees, groups, and individuals
   - **Stakeholder Engagement**
     - **Aug. – Dec. 2015**
   - **Vol Vision 2020**
     - **Dec. 2015 – Feb. 2016**

- **Milestone Review Committee appointed by the Provost - December 2014**
- **Faculty, staff, student representatives**
- **Strategic Assessment Working Draft (available online)**

**Objective:** Develop Plan
- **Vol Vision 2020**
- **Implementation guidance**
Our Journey

☑ Vol Vision 2015

☑ Vol Vision 2020

☑ Vol Vision 2025

☑ Vol Vision 2030

“If we were hiking the Alum Cave Trail, we would not yet be at Arch Rock.”

– Dean Steve Smith
Milestone Committee Chair
Adopted in 1997
Top 10 goal
Strategic plan refresh continues

Adopted late ’90s, early 2000
Top 20 undergraduate
Strategic plan refresh – emphasis on research and graduate education
Some of What We’ve Heard and Learned

• The Goal
  • Excellence
  • Continuous Improvement

• Distinctiveness
  • If we want to be best in class
    • What is our class?
    • What makes us distinct in our class?

• Greater Clarity

• “Where Do I Fit In?”
What Does “Top 25” Mean?

• Stronger flagship university

• Improved quality and value of the education provided to students

• Nationally competitive and internationally prominent at all levels:
  • Campus
  • College/division
  • Department/unit

• Nationally competitive and internationally prominent on all fronts:
  • Learning
  • Research
  • Service/engagement
What Does “Top 25” Mean?

- Top 25 does NOT mean *US News & World Report*

- It also does NOT mean we are indifferent to *USN&WR*

- There are many ranking systems (and we love them all)...
  - Our aspirations are broader than a single ranking
  - No single ranking reflects who we are
Five Years of Progress

- Evidence of progress across all five strategic priorities
  - Undergraduate
  - Graduate
  - Research
  - Faculty/Staff
  - Resources and Infrastructure

- Our national peers are not standing still
  - In all areas we made progress
  - In one area we exceeded our 2010 goal
  - We narrowed gaps in most metrics
We are a stronger flagship for Tennessee today for having started this journey five years ago.
Future Challenges for 2020

• Resources

• Competition

• Demographics
## “Big Picture” Changes

<table>
<thead>
<tr>
<th>Need</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reinforce Positive Culture Change</td>
<td>Volunteer Values</td>
</tr>
<tr>
<td>“Where Do I Fit In?”</td>
<td>Reinforce College/Division/Department Engagement and Accomplishments</td>
</tr>
<tr>
<td>Distinctiveness</td>
<td>Volunteer Difference</td>
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<tr>
<td>Focus on Diversity and Inclusion</td>
<td>New Priority for 2020</td>
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Strategic Priorities – Existing and “New-uanced” for 2020

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<tr>
<th>Strategic Priority</th>
<th>Continue To..</th>
<th>“New-uanced” for 2020..</th>
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<tbody>
<tr>
<td>Undergraduate</td>
<td>Retain and Graduate</td>
<td>Experience Learning; Global Awareness</td>
</tr>
<tr>
<td>Graduate</td>
<td>Increase Graduate Degrees</td>
<td>Excellence and Student Success</td>
</tr>
<tr>
<td>Research</td>
<td>Increase Sponsored Research</td>
<td>Total Research Portfolio (Scholarship, Creative Activity, Engagement)</td>
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## Strategic Priorities – Existing and “New-uanced” for 2020

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<td>Faculty/Staff</td>
<td>Support Faculty &amp; Staff Excellence</td>
<td>Workplace of Choice; Culture of Excellence</td>
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<tr>
<td>Resources/Infrastructure</td>
<td>Improve the Resource Base</td>
<td>Sustainable Resource Base for the Future; Pride in Campus</td>
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<tr>
<td>Diversity/Inclusion</td>
<td>Support Across All Priorities</td>
<td>New Strategic Priority</td>
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We Need Your Feedback…

- What have been the most important accomplishments over the past five years?

- How would you describe the Volunteer Difference (strengths, attributes)? How can UT build on these strengths over the next five years?

- Where are the greatest opportunities for improvement over the next five years?