THE UNIVERSITY OF TENNESSEE KNOXVILLE

IT TAKES A VOLUNTEER

OUR VISION

A world enriched by our ideas, improved through action, and inspired by the Volunteer spirit of service and leadership.

OUR ROLE

As the flagship land-grant university of the state, we are dedicated to amplifying the Volunteer spirit of selfless leadership in every life we touch. We listen and learn from one another—an ongoing, ever-expanding conversation fueled by a wealth of perspectives and experiences. We know how much is possible when we unite our individual talents and aspirations, put compassion front and center, and step forward together as Volunteers.

OUR MISSION

We are a diverse community with a shared commitment to discovery, creativity, learning, and engagement.

At UT Knoxville we:

- Empower learners of all ages and backgrounds to achieve their dreams through accessible and affordable education and state-of-the-art research training opportunities

- Advance the prosperity, well-being, and vitality of communities across Tennessee and around the world through our research, teaching, service, and engagement

- Commit to excellence, equity, and inclusion within the university, across the state, and in all our global activities

GOALS

CULTIVATING THE VOLUNTEER EXPERIENCE

Demonstrate leadership in providing high-quality educational opportunities for people at every stage of life, whenever and wherever they seek to learn

CONDUCTING RESEARCH THAT MAKES LIFE & LIVES BETTER

Advance the frontiers of knowledge to create a more just, prosperous, and sustainable future through world-class research, scholarship, and creative work

ENSURING A CULTURE WHERE VOL IS A VERB

Develop and sustain a nurturing university culture where diversity and community are enduring sources of strength

MAKING OURSELVES NIMBLE & ADAPTABLE

Empower and sustain a culture of collaboration, agility, and innovation throughout the university

EMBODYING THE MODERN R1, LAND-GRANT UNIVERSITY

Connect with every Tennessean and with communities around the world, inspiring future Volunteers to join our diverse community

CULTIVATING THE VOLUNTEER EXPERIENCE

Demonstrate leadership in providing high-quality educational opportunities for people at every stage of life, whenever and wherever they seek to learn

As Tennessee's flagship university, we commit to lighting the way for others and serving as a catalyst for opportunities—on our campus and in communities near and far. Innovative, enriching learning experiences extend the reach of our mission. Our objectives and priorities are:

Provide learners at all levels with opportunities to engage in rich learning and in scholarship that is collaborative, inquiry-based, experiential, affordable, and relevant

- Create a uniting Volunteer experience for every student that is grounded in the three pillars: the courage to care, the courage to think big, the courage to lead
- Promote active engagement in research, scholarship, and experiential learning for all students

Deliver educational opportunities that are responsive to the needs of learners

- Create flexible modular learning structures that allow students to choose sets of courses that interest them and combine those modules in individualized ways
- Develop innovative models for degree, nondegree, and certificate programs that are accessible and responsive to the needs of learners

Support curricular innovations that align with 21st-century workforce needs and our research strengths and priorities

- Complete a capacity analysis to identify opportunities for growth and constraints
- Align investments in research and teaching to support curricular innovations
- Increase opportunities for students to major in high-demand programs

Ensure that the programs we offer are accessible to communities across Tennessee and beyond

- Reimagine the land-grant mission to greatly extend the range of educational opportunities we offer beyond the Knoxville campus
- Identify populations that have not participated in educational programs and collaborate with them to deliver programming responsive to their needs

FIVE-YEAR TRANSFORMATIONAL PROGRESS

Implement a universal Volunteer Experience for undergraduate students

Promote innovative interdisciplinary curricula responsive to workforce needs

Provide students with more opportunities to benefit from flexible instructional offerings

FIVE-YEAR OPERATIONAL METRICS

Traditional undergraduate and graduate enrollment

Online undergraduate and graduate enrollment

Undergraduate retention rate

National and international reputation of academic colleges

Enrollment in certificate and nontraditional programs

Graduation and job placement rates

CONDUCTING RESEARCH THAT MAKES LIFE & LIVES BETTER

Advance the frontiers of knowledge to create a more just, prosperous, and sustainable future through world-class research, scholarship, and creative work

Discovery and problem-solving are different at the University of Tennessee—and so are the knowledge and solutions that emerge. We thrive on perspectives and partnerships that stretch our thinking in every direction. To enhance our ability to make our world better, our objectives and priorities are:

Strengthen the impact and reputation of our research, scholarship, and creative activities

- Support transdisciplinary initiatives in areas strategically important to Tennessee and beyond
- Implement constellation faculty hiring strategies to amplify our research strengths and expand our impact, emphasizing areas of societal importance—from local to global
- Increase the quantity of influential scholarly outputs and outcomes created by our research community
- Ensure that our research community's contributions are appropriately recognized with prominent national and international awards and distinction

Ensure that the research outcomes we generate lead to the creation of a more just, prosperous, and sustainable future

- Support integrated translational research and inclusive workforce development programs enriched by trusted partnerships with industry, pre-K–12 schools, two- and four-year colleges and universities, community organizations, and government agencies
- Create and nurture research-based partnerships with public-serving organizations to enrich and enhance the health and well-being of Tennessee communities and beyond

- Strengthen Tennessee's innovation economy by creating and sustaining vibrant high-tech companies and the ecosystems in which they thrive.
- Increase the number of faculty, students, and postdoctoral scholars who think and act like entrepreneurs by promoting participation in entrepreneurship programs
- Enhance economic development by attracting and contributing to the success of the industries of the future

Invest in state-of-the-art research infrastructure and frameworks to ensure that our researchers, scholars, and creatives continue to work at the knowledge frontier

- Foster university-wide and external partner-enabled networking and ideation opportunities for groups with shared interests
- Develop and implement a five-year strategic guide, a living document, to inform investments in state-of-the-art facilities, instruments, and tools
- Establish and sustain an ethos that prizes multidisciplinary research and learning while creating mechanisms that support continued culture enrichment
- Provide a world-class multidisciplinary research training experience to a diverse community of undergraduates, graduate students, and postdoctoral scholars

FIVE-YEAR TRANSFORMATIONAL PROGRESS

State of Tennessee ranked in the top 25 of the State New Economy Index

State of Tennessee ranked in the top 15 in academic research expenditures

UT Knoxville ranked in the top 10 of the HERD ranking of public research universities without a medical school

FIVE-YEAR OPERATIONAL METRICS

Number of prominent faculty awards and recognitions received

Doctoral student enrollment and graduation and postdoc employment

Number of invention disclosures filed

Number of patents filed and issued

Number of licenses and options executed

Number of start-ups created and supported

ENSURING A CULTURE WHERE VOL IS A VERB

Develop and sustain a nurturing university culture where diversity and community are enduring sources of strength

We commit to creating inclusive learning and work environments where civility, accountability, cultural competency, and equitable access are hallmarks of the UT Knoxville community. We value and affirm differences in race, culture, world views, beliefs, identities, and abilities. These efforts are indispensable to attracting and retaining the students, faculty, and staff whose energy and commitment fulfill our mission. To accomplish this goal we will:

Implement structures and practices that attract and retain a diverse community of faculty, staff, and students and that support a culture where everyone matters and belongs

- Implement, advance, and evolve diversity action plan goals, sharing progress and continuing to solicit feedback and input
- Identify and remedy structural impediments to recruiting and retaining students and employees from diverse populations, including financial, social, and logistical impediments

Nurture change that supports inclusive behaviors and a culture of respectful dialogue to create greater understanding of difference, starting with our administration, faculty, and staff

- Invest in educational opportunities for faculty, staff, and administrators that advance new approaches to teaching, learning, and development in diverse communities
- Prioritize training and inclusion discussions with various departments and units

Challenge students to examine their understandings of the world and their capacity to act as members of an inclusive community.

- Provide opportunities for all students to engage and learn more about shared expectations for respect and inclusion
- Expand current campus initiatives for cultivating an inclusive campus community

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FIVE-YEAR TRANSFORMATIONAL PROGRESS

Develop a national reputation for "Vol is a Verb"

Be a national model for civility and community and for diversity of ideas

Develop a culture and climate where employees consider the university a national employer of choice

FIVE-YEAR OPERATIONAL METRICS

Undergraduate applications and enrollment of students of color and international students

Number of students receiving the Tri-Star Scholarship

Support for need-based scholarships

Retention and graduation rate gaps for students of color

Number of employees of color

Expansion of pathway initiatives to facilitate enrollment of students from historically underrepresented communities

Graduate and professional enrollment of students of color and international students

Number of graduate and professional academic programs that use holistic admissions practices

Supports System Foundational Element: Championing Diversity and Inclusive Excellence

MAKING OURSELVES NIMBLE & ADAPTABLE
Empower and sustain a culture of collaboration, adaptability, and innovation

Meeting the changing needs of society and achieving our institutional goals require collaboration, adaptability, and innovation. To foster collaboration and adaptation that go far beyond how we operate to become our ethos, we will:

Enhance a campus-wide culture of innovation and collaboration at all levels

- Make collaboration and innovation a priority in every campus unit so that processes and procedures are more meaningful, effective, and efficient
- Invest in physical spaces that enable innovation and collaboration; re-envision how we use office spaces to enhance collaboration both across campus and between campus and external partners
- Leverage Cherokee Farm as a centerpiece for innovation and collaboration through inter-disciplinary collaboration and inclusive economic development

Adapt current structures and systems to foster identity and collaboration while supporting innovation

- Sustain a culture of innovation and collaboration by creating integrated processes and systems to efficiently support students, no matter where they are, from prospective to alumni

- Incentivize innovation in academic and research programs by identifying business process and system improvements to support faculty and staff collaboration and innovation in teaching and research across our multiple locations—main campus, UTIA, UTSI, Cherokee Farm, Oak Ridge Institute at UT, and Extension
- Review campus academic structure for maximum effectiveness in developing identity, collaborating, and supporting innovation

Foster organizational agility and innovation by developing incentives for innovative and transformational work that also breaks or blurs the lines of organizational silos

- Create seed money pool for faculty- and staff-driven projects that meet specified criteria
- Provide time for innovation through course release for faculty or project work time for staff
- Develop a system to recognize and celebrate collaborations both internally and externally

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FIVE-YEAR TRANSFORMATIONAL PROGRESS

Implement budget allocation model

Complete integrated campus and Cherokee Farm master plan

Implement customer relationship management (CRM) system

Consider (and implement if applicable) revised academic structure

FIVE-YEAR OPERATIONAL METRICS

Number of processes reviewed and potentially updated

Number of LEAN events performed

Completion of communications process flows

Integration of IT systems

Supports System Pillar 4: Ensuring Workforce and Administrative Excellence

EMBODYING THE MODERN R1, LAND-GRANT UNIVERSITY
Connect with every Tennessean and with communities around the world, inspiring future Volunteers to join our diverse community

Outreach and engagement are fundamental to our mission and vital to our success. Amplifying the Volunteer spirit of leadership and service—creating experiences and outcomes for everyone whose lives we touch—requires deepening our connections at home and extending our national and global networks. To expand and enhance the Volunteer community, we will:

Deepen and extend the university's ability to connect with Tennesseans

- Create and foster a campus-wide culture of service, engagement, extension, and outreach—reinforcing our Volunteer brand—by creating a coalition of campus units focused on engagement to align the university across its many parts, and with the needs of Tennessee communities

- Revolutionize the university's presence across the state and create the model 21st-century land-grant university

  - Change the experiences Tennesseans have with UT by creating meaningful lifelong access, learning, and engagement opportunities

  - Establish alumni area representatives in every county to serve as liaisons

  - Develop a marketing plan to raise awareness among Tennesseans about resources of the university and the impact of an engaged university

  - Create a comprehensive plan for identifying and expanding community education resources and programming for learners of all ages

Establish, build upon, and streamline processes to identify community needs and activate university resources to meet those needs

- Invest in systems, processes, and people to connect efforts across the university and support a culture of service, engagement, extension, and outreach

- Develop appropriate staffing and processes for assessing community needs and reporting to campus leadership

FIVE-YEAR TRANSFORMATIONAL PROGRESS

Expand definition of service, Extension, and engagement aligned with Volunteer identity

Establish and resource alignment coalition

FIVE-YEAR OPERATIONAL METRICS

Number of off-campus engagements with Tennessee communities

Number of alumni area representatives across Tennessee

Net promoter score for alumni engagement events

Reputation index

Supports System Pillar 3: Fostering Outreach and Engagement & System Pillar 5: Advocating for UT

APPENDIX

GOAL PROGRESS AND METRICS

Data is based on calendar year 2020 (the last full year available)
unless otherwise noted. Progress on metrics will be updated quarterly.

CULTIVATING THE VOLUNTEER EXPERIENCE

Demonstrate leadership in providing high-quality educational opportunities for people at every stage of life, whenever and wherever they seek to learn

Transformational Progress	Baseline	Five-Year Goal
Implement a universal Volunteer Experience for undergraduate students	20% complete	The Volunteer Experience is defined and implemented across the campus. Positive psychology and well-being are infused across colleges and academic affairs units, and at least 50% of undergraduates participate each year in Volunteer Experience initiatives.
Promote innovative interdisciplinary curricula responsive to workforce needs	10% complete	The university has developed or expanded innovative curricular programs with an emphasis on interdisciplinary learning and alignment with workforce needs, including industry-relevant credentials.
Provide students with more opportunities to benefit from flexible instructional offerings	20% complete	The university has expanded opportunities to complete courses outside the traditional semester and added or developed at least 15 new online programs.

Operational Goals and Metrics	Baseline	Five-Year Goal
Increase traditional undergraduate enrollment by 15%	24,137	27,756
Increase traditional graduate enrollment by 20%	5,047	6,056
Increase online undergraduate enrollment by 150%	117	293
Increase online graduate enrollment by 50%	1,258	1,887
Increase undergraduate retention rate by 2%	88%	90%
Strengthen the national and international reputation of colleges	Baseline to be determined	The majority of colleges have received at least one form of national or international recognition for programs or teaching.
Increase enrollment in certificates by 100%	284	Certificate enrollment has doubled to 568 students (graduate or undergraduate).
Increase enrollment of nontraditional learners (undergraduate students 25 or older, or non-degree-seeking) by 20%	1,304	1,565

Operational Goals and Metrics	Baseline	Five-Year Goal
Show progress in increasing graduation rate beginning with fall 2022 cohort	Rolling baseline. Most recent six-year rate is 71.1% for fall 2014 cohort. Most recent four-year rate is 53.8% for fall 2016 cohort.	Fall 2022 cohort will outperform prior cohorts in four-year graduation rate (known in 2026) and six-year graduation rate (known in 2028) and establish baseline for continuous improvement.

Transformational Progress	Baseline	Five-Year Goal
State of Tennessee ranked in the top 25 of the State New Economy Index, which measures the extent to which state economies are knowledge-based, globalized, entrepreneurial, IT-driven, and innovation-oriented	No. 30 (2020 report); No. 34, average ranking over last three reports (2014, 2017, 2020)	State of Tennessee is ranked in the top 25 of states for innovation/knowledge economies in 2026.
State of Tennessee ranked in top 15 for academic research expenditures (all Tennessee higher education institutions)	State of Tennessee No. 20 for academic research expenditures	State of Tennessee is No. 15 for academic research expenditures.
UT Knoxville HERD survey ranking in top 10 for public research universities without a medical school	No. 13 for public research universities without a medical school	HERD ranking is No. 10 for public research universities without a medical school.

Operational Goals and Metrics	Baseline	Five-Year Goal
Increase cumulative number of prominent faculty awards and recognitions received by 10%	375	412
Increase total number of doctoral students enrolled by 10%	2,397	2,637
Increase number of students graduating with a doctoral degree by 10%	620	682
Increase number of postdoctoral scholars employed by 20%	196	235
Increase invention disclosures filed annually by 20%	125	150
Increase the number of start-ups created and supported annually by 200%	34	100
Increase the number of provisional and utility patents filed annually by 20%	78	94
Increase the number of patents issued annually by 20%	18	22
Increase the number of licenses/options executed annually by 25%	21	26

ENSURING A CULTURE WHERE VOL IS A VERB

Develop and sustain a nurturing university culture where diversity and community are enduring sources of strength

Transformational Progress	Baseline	Five-Year Goal
Develop a national reputation for "Vol is a Verb"	Vol is a Verb rebrand rollout campaign (2020–21 AY)	Vol is a Verb is connected to all aspects of campus organizational culture and recognized by peer institutions as model for diversity, equity, and inclusion work.
Be a national model for programming around (1) civility and community to achieve greater understanding and appreciation for diversity and differences, and (2) diversity of ideas	Create a standing committee to develop a framework for civility, community, and viewpoint diversity for campus programming initiatives	Framework is recognized by peer institutions as model for civility, community, and viewpoint diversity.
Develop a culture and climate where employees consider the university a national employer of choice	Forbes named UT the seventh best place to work in Tennessee.	Forbes names UT in the top three best places to work in Tennessee.

Operational Goals and Metrics	Baseline	Five-Year Goal
Increase undergraduate applications and enrollment for students of color	7,114 (fall 2020 applications)	Increase undergraduate applications for students of color by 20% Increase undergraduate enrollment by recruiting and retaining all students while paying particular attention to the achievement gaps for first-generation, low-income, and underrepresented minority students
Increase undergraduate applications and enrollment for international students	436 (fall 2020 applications)	Increase undergraduate applications for international students by 25%
Increase by 20% the number of students receiving Tri-Star Scholarships	2,631 (fall 2020)	3,157
Increase support for need-based scholarships	36% need, 64% merit	40% need, 60% merit
Close the graduation gap for students of color	62.5% (fall 2016)	67.5% five-year milestone with goal to match campus-wide graduation rate
Close the retention gap for students of color	85.4% (fall 2018)	87.4% five-year milestone with goal to match campus-wide graduation rate
Increase the number of faculty and staff of color	943: 613 S, 330 F (fall 2020)	To be determined

Operational Goals and Metrics	Baseline	Five-Year Goal
Expand pathway initiatives to facilitate historically underrepresented communities	2	5
Increase graduate and professional enrollment for students of color	894 (fall 2020)	The number of students of color enrolled in graduate and professional programs has increased significantly.
Increase graduate and professional enrollment for international students	667 (fall 2020)	901
Expand the number of graduate and professional academic programs utilizing holistic admissions practices	0 (fall 2020)	25

MAKING OURSELVES NIMBLE & ADAPTABLE
Empower and sustain a culture of collaboration, adaptability, and innovation

Transformational Progress	Baseline	Five-Year Goal
Implement budget allocation model	50% complete	BAM fully implemented by June 30, 2023, with colleges and offices empowered to strategically utilize their funds and accountable to funding decisions
Complete integrated campus and Cherokee Farm master plan and track progress with master plan goals	Kick off November 2021	Complete by December 2022 followed by quarterly reporting to determine progress with goals and deadlines set forth in master plan
Implement customer relations management system	Planning underway	Complete by December 31, 2024
Consider, and if applicable, implement revised academic structure	Academic working group formed and recommendations provided to the chancellor on 9/30/21	TBD

Operational Goals and Metrics	Baseline	Five-Year Goal
Identify at least 25 processes to review and potentially update annually	Scheduled to begin January 2022	125 processes reviewed, adjusted as necessary, or recommended for LEAN
Complete at least four in-depth LEAN process improvements annually and measure time/money savings over time	Scheduled to begin January 2022	20 LEAN process improvements complete with associated time and money savings quantified
Map communications process flows across campus in support of CRM	Scheduled to begin January 2022	June 30, 2022, completion
Integrate at least 25 IT systems to increase efficiency and decrease silos	Scheduled to begin January 2022	25 integrations; connecting systems, software, and operations to allow for efficient flow of information.

EMBODYING THE MODERN R1, LAND-GRANT UNIVERSITY
Connect with every Tennessean and with communities around the world,
inspiring future Volunteers to join our diverse community

Transformational Progress	Baseline	Five-Year Goal
Expand definition of service, Extension, and engagement aligned with Volunteer identity	Multiple decentralized definitions	Single unified definition that inspires widespread participation
Establish and resource alignment coalition	Does not exist	A formalized coalition of campus units that aligns the university and organizes stakeholders around our shared service, outreach, extension, and engagement goals

Operational Goals and Metrics	Baseline	Five-Year Goal
Increase the number of off-campus engagements with Tennessee communities by 25% (events, outreach efforts, Extension activities, and other community engagement opportunities)	116,400	145,500
Recruit and identify an alumni area representative for 80% of the counties in Tennessee (76 out of 95) to serve as a point of contact and community engagement connection for extension agents, admissions recruiters, advancement officers, alumni affairs staff, and others	4	76
Consistently measure effectiveness of alumni engagement events and public extension programs and maintain an average Net Promoter Score above 70	To be established in fall 2022	Net Promoter Score above 70
Devise an institutional reputation index and improve on the metric year over year	To be established in spring 2022	TBD