

ENROLLMENT MANAGEMENT

BIG ORANGE MOVEMENT

STRATEGIC ENROLLMENT PLAN OUTCOMES + FUTURE PLANNING

Campus Advisory Board | September 23, 2022

THE UNIVERSITY OF
TENNESSEE
KNOXVILLE




OUR **BIG ORANGE** MOVEMENT...

- Transform the way we **recruit, retain** and **graduate** students.
- Transform the way we **serve** students.
- Create a campus and community wide **BIG ORANGE** **recruitment** and **retention** culture.

Define the Volunteer Experience in **ALL** that we do.



SUNSET: STRATEGIC ENROLLMENT PLAN: 2018 - 2022



**MULTI-YEAR PLAN TO GROW
UNDERGRADUATE ENROLLMENT
TO 25,000+
STUDENTS BY 2022
(15% GROWTH)**

TOTAL ENROLLMENT MANAGEMENT APPROACH

- Recruitment of New Students
- Retention | Student Success
- Graduation | Degree Production

SUPPORTS STRATEGIC AND ACCESS IMPERATIVES FOR UT

- Improve access for Tennesseans
- Align with Drive to 55 and Complete College Tennessee
- Reinforce student success and talent pipeline goals

GROW UT'S RESOURCE BASE IN THE CURRENT ENVIRONMENT

- Increase total net tuition revenue
- Fund growth in tenure-track faculty and graduate education
- Contribute to long-term fiscal stability



OUTCOMES: **BIG ORANGE** MOVEMENT | SEP

APPLICATION GROWTH | FIRST-YEAR STUDENTS

As part of the Strategic Enrollment Plan (SEP) UT expanded to a national recruitment model to drive application and enrollment growth.

+ 109.4%

Total First-Year Applications
since 2016 SEP Baseline

+ 244.2%

Out-of-State Applications
since 2016 SEP Baseline

+ 69.2%

Students of Color Applications
since 2016 SEP Baseline

	2022	2021	2016	Change from 2021	% Change from 2021	Change from 2016	% Change from 2016
First-Year Applications	36,290	29,892	17,333	+ 6,398	+ 21.4%	+ 18,957	+ 109.4%
Tennessee	10,915	10,560	9,507	+ 355	+ 3.4%	+ 1,408	+ 14.8%
Out-of-State	24,822	18,989	7,211	+ 5,833	+ 30.7%	+ 17,611	+ 244.2%
International	553	343	615	+ 210	+ 61.2%	- 62	- 10.1%
Student of Color	7,867	6,746	4,650	+ 1,121	+ 16.6%	+ 3,217	+ 69.2%

APPLICATION GROWTH | TRANSFER STUDENTS

UT opened a Transfer Center to align with the statewide Tennessee Promise initiative and deliver holistic enrollment services to transfer students.

+ 41.6%

Total Transfer Applications
since 2016 SEP Baseline

+ 136.1%

Out-of-State Applications
since 2016 SEP Baseline

+ 55.6%

Students of Color Applications
since 2016 SEP Baseline

	2022	2021	2016	Change from 2021	% Change from 2021	Change from 2016	% Change from 2016
Transfer Applications	4,257	3,618	3,007	+ 639	+ 17.7%	+ 1,250	+ 41.6%
Tennessee	1,663	1,643	1,827	+ 20	+ 1.2%	- 164	- 9.0%
Out-of-State	2,505	1,916	1,061	+ 589	+ 30.7%	+ 1,444	+ 136.1%
International	89	59	119	+ 30	+ 50.8%	- 30	- 25.2%
Student of Color	991	797	637	+ 194	+ 24.3%	+ 354	+ 55.6%

FALL 2022 | UNDERGRADUATE ENROLLMENT

UT achieved record enrollment outcomes across first-year, transfer and total undergraduate enrollment.

6,846 | + 15%
NEW FIRST-YEAR ENROLLMENT

1,616 | + 9%
NEW TRANSFER ENROLLMENT

27,039 | + 8%
UNDERGRADUATE ENROLLMENT

	2022	2021	2016	Change from 2021	% Change from 2021	Change from 2016	% Change from 2016
Undergraduate Total Enrollment	27,039	25,067	22,139	+ 1,972	+ 7.9%	+ 4,900	+ 22.1%
First-Year	6,846	5,948	4,851	+ 898	+ 15.1%	+ 1,995	+ 41.1%
Transfer	1,616	1,483	1,367	+ 133	+ 9.0%	+ 249	+ 18.2%

FIRST-YEAR ENROLLMENT | FALL 2022 VS. FALL 2016

+ 41.1%

Total First-Year Enrollment
since 2016 SEP Baseline

+ 285.2%

Out-of-State Enrollment
since 2016 SEP Baseline

+ 41.4%

Students of Color Enrollment
since 2016 SEP Baseline

	2022	2021	2016	Change from 2021	% Change from 2021	Change from 2016	% Change from 2016
First-Year Enrollment	6,846	5,948	4,851	+ 898	+ 15.1%	+ 1,995	+ 41.1%
Tennessee	3,715	3,683	3,980	+ 32	+ 0.9%	- 265	- 6.7%
Out-of-State	3,078	2,228	799	+ 850	+ 38.2%	+ 2,279	+ 285.2%
International	53	37	72	+ 16	+ 43.2%	- 19	- 26.4%
Student of Color	1,253	1,147	886	+ 106	+ 9.2%	+ 367	+ 41.4%

TALENT PIPELINE UT GRADUATES | VOLS FOR LIFE

40,402

Students graduated (undergraduate and graduate) since 2016

29,767

Undergraduate students graduated since 2016

	2021-22	2016-17	Change from 2016	% Change from 2016
Undergraduate Graduating Headcount	5,306	4,634	+ 673	+ 14.5%
Total Graduating Headcount (includes advanced degree graduates)	7,644	6,751	+ 893	+ 13.2%

SEP | **BIG ORANGE** OUTCOMES

UT ENROLLMENT GROWTH

- Undergraduate Enrollment Growth: + 4900 students
- First-Year Enrollment Growth: + 1,995 students

ENROLLMENT GROWTH IN SEC

- UT leads the SEC in % undergraduate enrollment growth (2021)
- Second in the SEC in % first-year growth (2021)

ACCESS MISSION | TENNESSEE COMMITMENT

- Maintained a 90% access rate for in-state applicants

TENNESSEE TALENT PIPELINE

- Graduated over 29,000 undergraduates since 2016 into future careers and/or graduate studies

FINANCIAL IMPACT + REVENUE GROWTH

- Revenue growth in support of strategic priorities

+ 22%

Total Undergraduate
Enrollment Growth
vs. 15% Goal

#1

In the SEC in
Undergraduate
Enrollment Growth

90%

of in-state applicants
offered a pathway to
attend UT

THE **VOLUNTEER** EXPERIENCE | SEP OUTCOMES

TRANSITIONED TO POWER T | BRAND + MARKET BUILDING

CREATED **BIG ORANGE** FRIDAYS

“VOLUNTEER” CUSTOMER SERVICE LANGUAGE

COMMUNITY IMPACT + PARTNERS

ALUMNI RECRUITMENT

NEW SCHOLARSHIP & AID STRATEGY | INVESTMENT FOCUS

CURATED EXPERIENCES | MUSIC CARD + GRAD CARD

“

IT'S A GREAT DAY
ON ROCKY TOP!”



FUTURE VOL
NEW VOL ROLL CALL
WRITE A VOL
VOLUNTEERING W/
THE VOLS

THE FUTURE IS BRIGHT (ORANGE!)

NEW STRATEGIC VISION + SEP 2030

SEP 2030 | THE FUTURE IS BRIGHT **ORANGE!**

ALIGNMENT WITH NEW STRATEGIC VISION

EVALUATE CAPACITY CONSTRAINTS & OPPORTUNITIES

MARKET & TN INFORMED | DEMAND + CAREER CONSIDERATIONS

DEMOGRAPHIC SHIFTS + TRENDS


DELIVERING ON THE VOLUNTEER EXPERIENCE

HIGHER ED LANDSCAPE & COMPETITION

HIGHER ED POLICY | STATE + NATIONAL

NATIONAL LANDSCAPE | ENROLLMENT

UT has been successful in growing enrollment despite a challenging national enrollment landscape.

 **6.6%**
DECLINE IN
COLLEGE
ENROLLMENT

COLLEGE ENROLLMENT

- Dropped by 465,000 students (3.1%) in Fall 2021
- More than 1.2 million students | 6.6% Decline since Fall 2019
- Largest two year decrease in more than 50 years

COMMUNITY COLLEGE ENROLLMENT

- Down 706,000 | 13.2% since Fall 2019

FIRST-YEAR ENROLLMENT

- Down 9.2% since Fall 2019
- Only 29% of high school seniors have completed the Free Application for Federal Student Aid (FAFSA) as of Dec. 2021 | Down 10% vs. 2020
- 2020 High school grads who chose not to enroll following graduation, only 2% ended up enrolling a year later

TENNESSEE LANDSCAPE | ENROLLMENT

UTK continues to enroll the largest market share of in-state students among Tennessee universities despite a challenging in-state enrollment landscape.

↓ **9.2%**
2 YR DECLINE IN
TN COLLEGE
GOING RATE

COLLEGE GOING RATES

- 2021 College Going Rate: 52.8%
(down from 63.8% in 2017 | -11%)
- 34.5% 2020 4-Year College Going Rate

DECLINING PIPELINE

- Projected to decline by 16.5% between 2016 peak and 2030 low
- 2022 Projected HS Grads: Down 12,412 | -13%

COMMUNITY COLLEGE ENROLLMENT

2020

- First-time full-time enrollment declined 19%
- PSCC enrollment down -14%
- Tennessee Promise Enrollees: Down 6%

Fall 2021

- Total enrollment at community colleges declined another 6%

TENNESSEE COMMITMENT TO ACCESS

DISTINGUISHED TENNESSEAN AWARD

One student from each TN county receives a tuition and fees scholarship | Selected via holistic review

TRI-STAR SCHOLARSHIP PROGRAM + TN CONNECT

Helps Tennessee residents access the Volunteer experience through the following scholarships:

- UT Promise Scholarship | Tuition & Fees
- UT Pledge Scholarship | Tuition, Fees, Room & Board
- Flagship Scholarship | Tuition & Fees
- TN Connect Scholarship | \$2,000 annually

4-H NEXT CHAPTER | UTK, UTIA - Extension

College and career readiness program in partnership with 4-H & UTK

- Next Chapter Scholarship
- Next Chapter Scholar of the Year

FREE APP WEEK | September 19-23



OUT-OF-STATE ENROLLMENT | TENNESSEE IMPACT

OUT-OF-STATE ENROLLMENT GROWTH

- 285% increase in out-of-state first-year students since 2016 (+2,279 first-year)
- 242% increase in out-of-state undergraduates since 2016 (+6,061 undergraduates)

TOP STATES | 2022 FIRST YEAR ENROLLED

- Georgia
- Virginia
- North Carolina
- Illinois
- New Jersey

OUT-OF-STATE (OOS) GROWTH + TN IMPACT

- 38% of OOS graduates remain in TN
- 52.8% of OOS Nursing graduates remain in TN
- 41.7% of OOS Education graduates remain in TN
- 37.5% of OOS Engineering graduates remain in TN

285%

Increase in
out-of-state first-year
students since 2016

38%

of out-of-state
graduates remain in
Tennessee

242%

Increase in out-of-
state total
undergraduates
since 2016

EM PRIORITIES | OUR **BIG ORANGE** MOVEMENT CONTINUED

TECHNOLOGY + SYSTEM ENHANCEMENTS

STREAMLINED EXPERIENCE + PROCESS REVIEWS | STUDENT FOCUSED

ENHANCED COLLABORATION & PARTNERSHIPS

NEXT PHASE | VOL SERVICE EXPERIENCE

CONTINUED COMMITMENT TO ACCESS | WIN TENNESSEE!

EXPANDED REACH + OFFERINGS | ENTRY POINTS & ACADEMIC CALENDAR

SEP 2030: RECRUITMENT PLAN | AID STRATEGY | COMMS + MARKETING

JOIN OUR **BIG ORANGE** MOVEMENT

TRANSFORM the way we recruit, serve and graduate students

Create a campus and community wide recruitment and student success culture

Define the Volunteer Experience in all that we do

BIG ORANGE FRIDAY

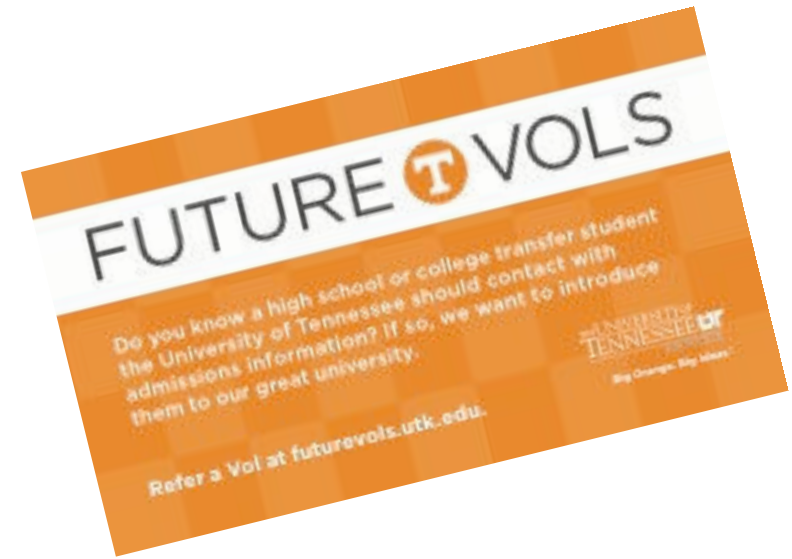
Wear your orange and tell your story...

FUTURE VOL PROGRAM

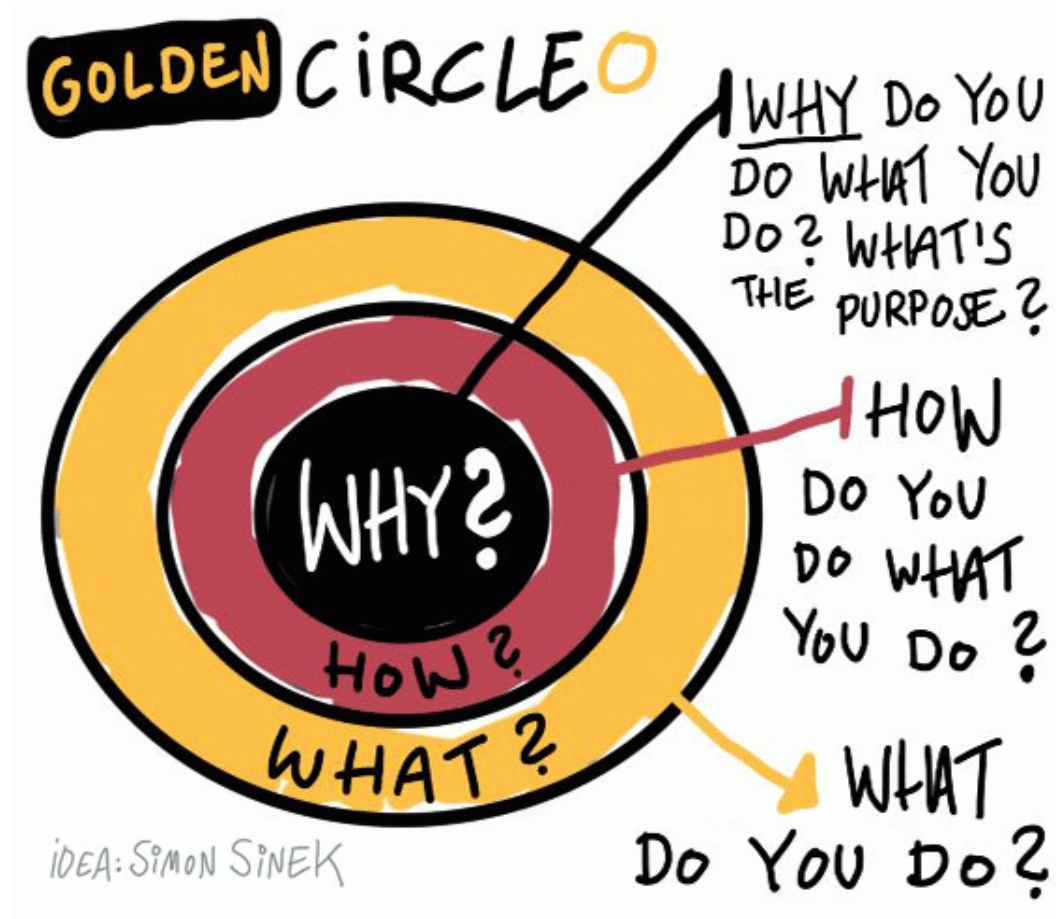
Refer a high school or prospective transfer student we should be recruiting

CAMPUS TOURS + EVENTS

Encourage prospective Vols & families to visit campus.



START (AND END) WITH THE WHY



**PEOPLE DON'T BUY
WHAT YOU DO, THEY
BUY WHY YOU DO IT.**

Simon Sinek

THANK YOU!

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KARI ALLDREDGE

Vice Provost, Enrollment Management

Futuristic | Strategic | Ideation | Achiever | Relator

