

Vol Vision 2020: Journey to the Top

2018 Metrics Update



THE UNIVERSITY OF
TENNESSEE
KNOXVILLE

HISTORY OF VOL VISION

- 2010:** UT develops the Vol Vision strategic plan to focus its efforts and resources around then-governor Phil Bredesen's Top 25 challenge.
- 2015:** UT updates the plan under the name Vol Vision 2020 after evaluating its progress and gathering feedback from across campus. This update includes the addition of a sixth pillar for Diversity and Inclusion.
- 2019:** The provost's office releases a 2018 metrics update to show UT's continued progress.

MISSION

The primary mission of the University of Tennessee 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 the University of Tennessee as a top-tier public research university.

- Top public research university • Excellence • Commitment • Volunteer difference

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.

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

TARGET PEER GROUP

Clemson University
Indiana University
Michigan State University
Purdue University
Rutgers University
Texas A&M University
University of Georgia
University of Minnesota

Strategic Priority 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 target peers
- Increase first- to second-year retention rate to 90 percent
- Raise six-year graduation rate to 80 percent

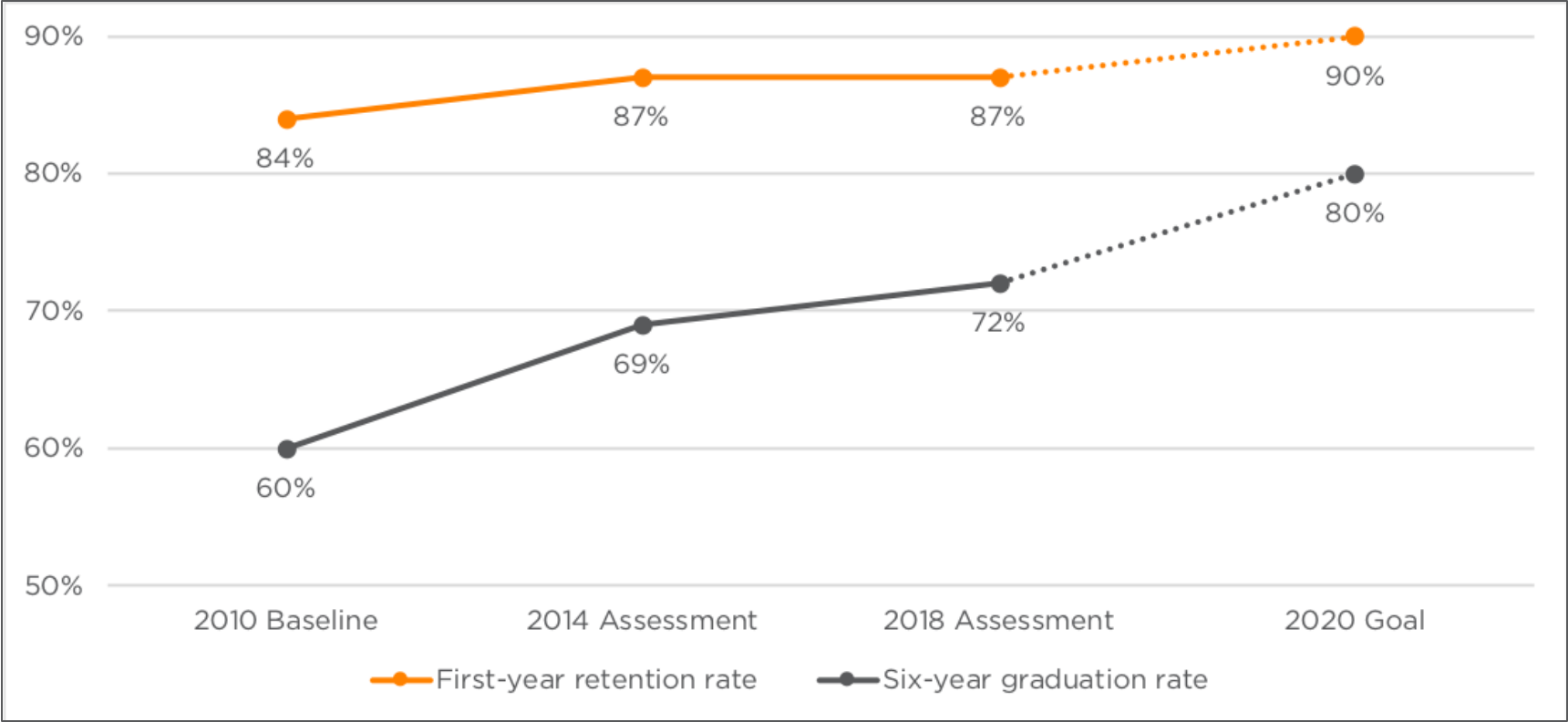
Strategic Priority 1: Undergraduate Education

ACT Equivalent (25th–75th percentile)	
2010 Baseline	24–29
2014 Assessment	24–29
2018 Assessment	25–30
2020 Goal	Remain at peer range ¹

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

Strategic Priority 1: Undergraduate Education

First- to Second-Year Retention Rate and Six-Year Graduation Rate



Strategic Priority 2: Graduate Education

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

Focus Areas

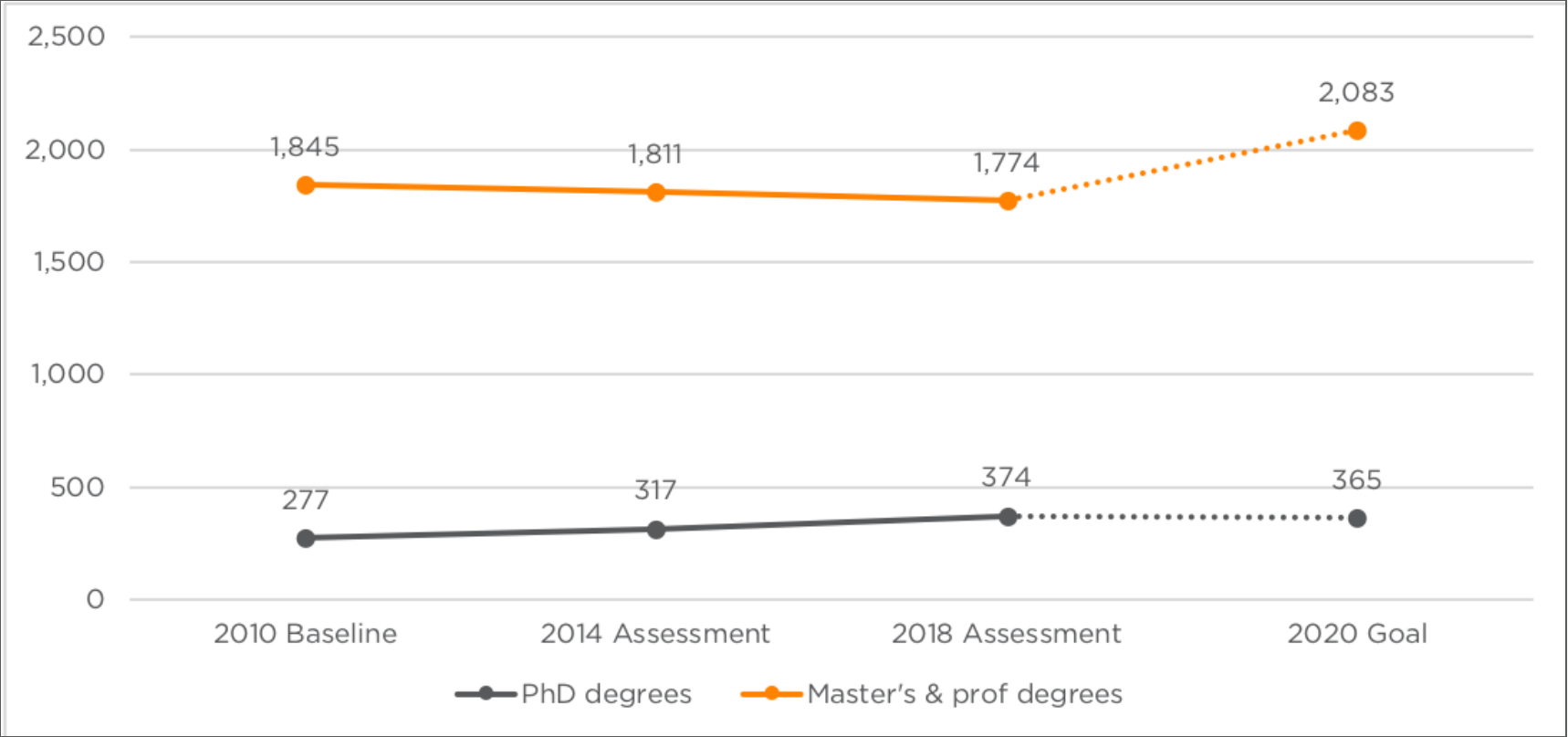
- Excellence in graduate education
- Graduate student enrollment
- Graduate student success and placement
- Graduate school services, quality of data

2020 Goals

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

Strategic Priority 2: Graduate Education

Number of Degrees



Strategic Priority 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

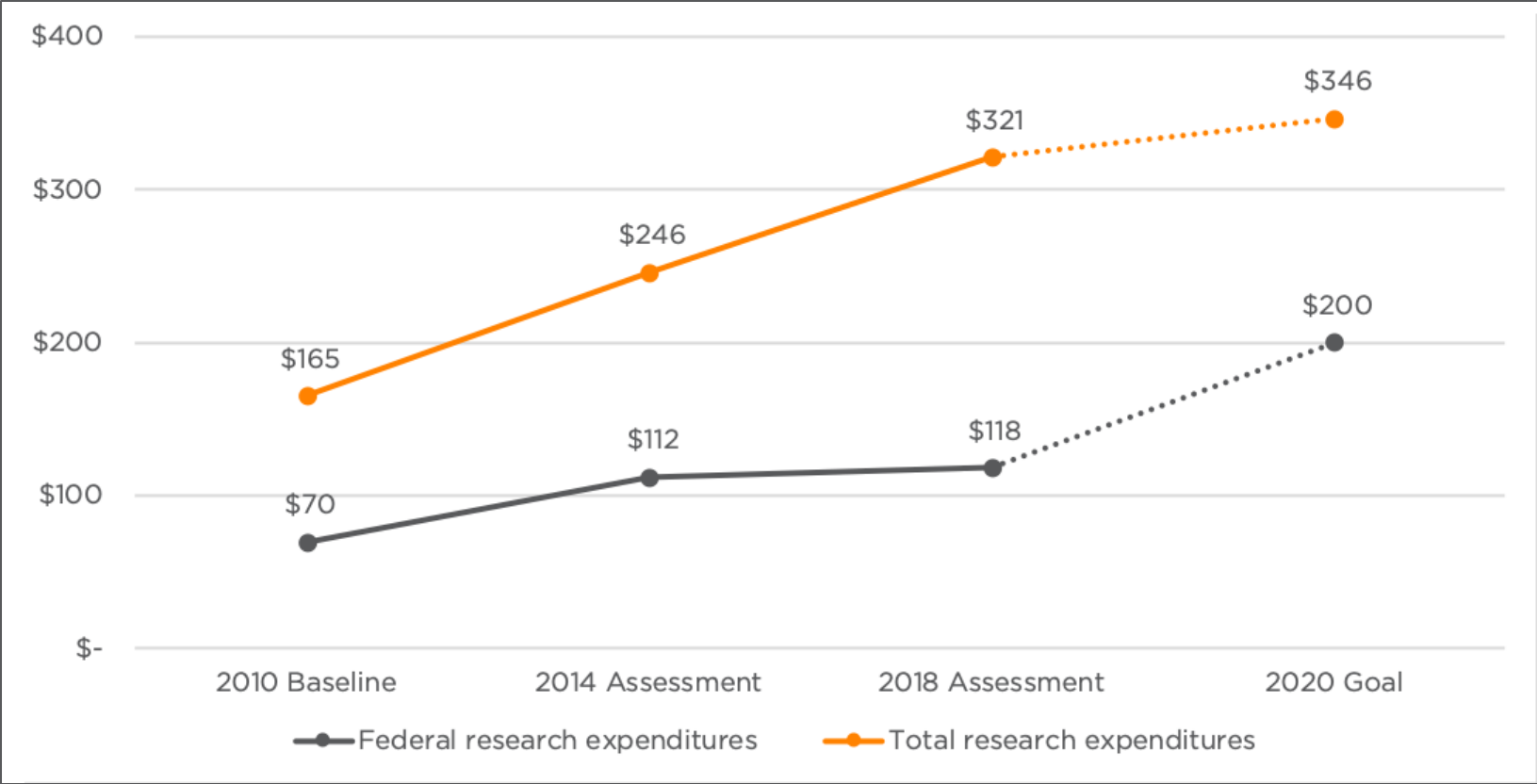
- Excellence across the total research portfolio
- Sponsored research competitiveness
- Engagement and outreach
- Research in the education mission
- Infrastructure, core facilities, compliance

2020 Goals

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

Strategic Priority 3: Research, Scholarship, Creative Activity, Engagement

Research Expenditures² (in millions)



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

Strategic Priority 4: Faculty & Staff

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

Focus Areas

- Recruitment and retention of top talent
- Compensation gaps
- Excellence and professional development
- Performance evaluation and management

2020 Goals

- Narrow faculty and staff salary gaps
- Maintain ratio of undergraduate students to tenure-line faculty comparable to target peers
- Increase faculty awards; narrow gap with peers

Strategic Priority 4: Faculty & Staff

Faculty Salary Range

2010 Baseline	\$67K-\$108K
2014 Assessment	\$76K-\$130K
2018 Assessment	\$85K-\$144K
2020 Goal	Narrow gap with peers ¹

Ratio of Undergraduate Students to Tenure-Line Faculty

2010 Baseline	20:1
2014 Assessment	19:1
2018 Assessment	19:1
2020 Goal	Remain at peer range ¹

Faculty Awards³

2010 Baseline	10
2014 Assessment	12
2018 Assessment	23
2020 Goal	Narrow gap with peers ¹

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

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

Strategic Priority 5: Resources & 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 with target peers in teaching and support funding per student
- Raise five-year average philanthropic support by 30 percent to \$110 million

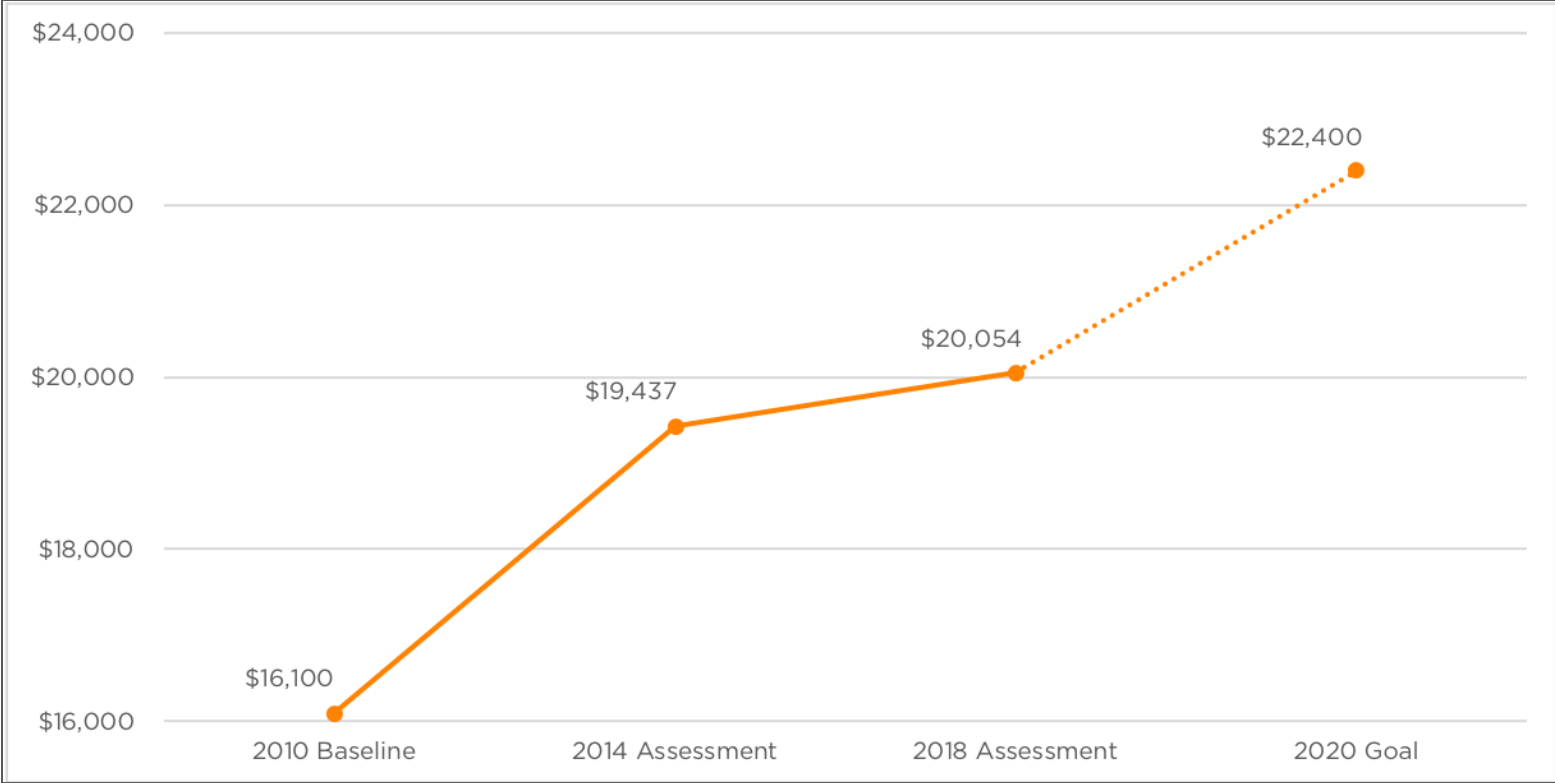
Strategic Priority 5: Resources & Infrastructure

Five-year Average Philanthropic Support⁴	
2010 Baseline	N/A
2014 Assessment	\$83.5M
2018 Assessment	\$105M
2020 Goal	\$110M

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

Strategic Priority 5: Resources & Infrastructure

Teaching and Support Expenditures per Student



Strategic Priority 6: Diversity & Inclusion

Enhance diversity and inclusion.

Focus Areas

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

Strategic Priority 6: Diversity & Inclusion

	2010 Comparison	2014 Baseline	2018 Assessment
STUDENTS			
Undergrad enrollment: Female	48%	49%	51%
Undergrad enrollment: URM ⁵	11%	13%	15%
Undergrad enrollment: International	1%	2%	2%
First-year retention: Female	87%	87%	88%
First-year retention: URM	83%	80%	85%
Six-year graduation: Female	63%	74%	76%
Six-year graduation: URM	55%	62%	66%
Pell-eligible students	29%	29%	29%
First-generation students ⁶	N/A	25%	24%
Grad enrollment: Female	53%	53%	54%
Grad enrollment: URM	9%	12%	14%
Grad enrollment: International	14%	15%	13%
Students with veteran status ⁷	N/A	500	455
Number of disability accommodations	N/A	700	1,104

⁵ Underrepresented Minority. Self-selected. Hispanic of any race; American Indian/Alaskan Native; Black/African-American; Two or more races. Percentage is calculated removing international and unknown from the denominator.

⁶ Self-selected. Neither parent obtained four-year degree.

⁷ Self-selected. Active duty; Reserve; National Guard; Honorably discharged. Does not include dependents receiving benefits earned by a veteran sponsor.

Strategic Priority 6: Diversity & Inclusion

	2010 Comparison	2014 Baseline	2018 Assessment
FACULTY & STAFF			
Faculty: Female	38%	42%	45%
Faculty: URM	6%	8%	9%
Staff: Female	48%	47%	50%
Staff: URM	10%	11%	12%
Executive/Administrative: Female	47%	47%	49%
Executive/Administrative: URM	8%	12%	12%

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