Strategic Vision

Advisory Board
February 9, 2021
Beginning the Process

• Ad Hoc Committee convened in Dec. 2019 and January 2020.

• Produced an analysis of the university’s strengths, opportunities, aspirations and results.
About the Process

We used an iterative process between the executive committee, visioning committee and university community.

• Executive Committee—established goals, guide development of mission/vision/values
• Visioning Committee—refine goals, envision successful implementation
• Outreach sessions with stakeholders
  — Provide feedback on draft ideas
  — Broken out by audience group
Executive Committee

- Suzie Allard
- Kari Alldredge
- Joel Anderson
- Suresh Babu
- Mike Berry
- Brad Collett
- Julian Cosner
- Shandra Forrest-Bank
- Denita Hadziabdic-Guerry
- Michael Higdon
- Sarah Hillyer
- Wes Hines
- Lorna Hollowell
- Shea Kidd-Houze

- Steve Magnum
- Rachel McCord
- Holly Mercer
- Althea Murphy-Price
- Alexia Poe
- Andrew Pulte
- Aubrey Robinson
- Jacob Rudolph
- Anne Smith
- Donnie Smith
- Shawn Spurgeon
- Elizabeth Strand
- John Zomchick
- Matthew Scoggins (ex officio)
# Visioning Committee

<table>
<thead>
<tr>
<th>GROUP 1</th>
<th>GROUP 2</th>
<th>GROUP 3</th>
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<tr>
<td>Karmen Jones</td>
<td>Shelby Brawner</td>
<td>Ashley Blamey</td>
<td>Michelle Buchanan</td>
<td>Rana Abudayyah</td>
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<td>Janeen Lalik</td>
<td>Renee D'Elia-Zunino</td>
<td>Allie Cohn</td>
<td>Matt Deveraux</td>
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<td>Kimberly Hardaway</td>
<td>Joe Hoagland</td>
<td>Robert DuBois</td>
<td>Mike Galbreath</td>
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<td>Cavanaugh Mims</td>
<td>Kim McCullock</td>
<td>Marc Gibson</td>
<td>Paul Hauptman</td>
<td><strong>Jim Coder</strong></td>
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<td>Gretchen Neisler</td>
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<td>Phyllis Nichols</td>
<td>Neil Patel</td>
<td>Regis Nisengwe</td>
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<td>Amber Roessner</td>
<td>Carla Phillips</td>
<td>Mike Odom</td>
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<td><strong>Jada Russell</strong></td>
<td>Mintha Roach</td>
<td>Sharon Pryse</td>
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<td>Paula Schaefer</td>
<td>Joe Scogin</td>
<td>Jacob Rudolph</td>
<td>Art Ragauskas</td>
<td>Phil Myer</td>
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<td>Steve Smith</td>
<td><strong>Elizabeth Strand</strong></td>
<td>Neal Schrick</td>
<td>Javiette Samuel</td>
<td>Beth Schussler</td>
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<td><strong>Shawn Spurgeon</strong></td>
<td><strong>Amber Williams</strong></td>
<td>Duane Wiles</td>
<td>Marcy Souza</td>
<td>Dixie Thompson</td>
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<td>Jill Zambito</td>
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<td>Brandon Winford</td>
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Visioning Process

1. Identify Key Goals
2. Draft Vision/Mission
3. Refine Vision/Mission
4. Revise Vision/Mission
5. Refine Goals
6. Revise Goals
7. Finalize Materials
8. Revise All Materials
Visioning Process

1. **Identify Key Goals**
   - Executive Committee, Feb. 2020

2. **Draft Vision/Mission**
   - Visioning Committee, Feb/March 2020

3. **Refine Goals**
   - Outreach May 2020, 674 attendance
   - Visioning Committee, July/Aug, October 2020

4. **Refine Vision/Mission**
   - Revise Vision/Mission
   - Outreach Oct/Nov 2020, 120 attendance

5. **Revise Goals**
   - Revise Goals

6. **Revise All Materials**
   - Revise All Materials

7. **Finalize Materials**
   - Executive Committee, Oct/Dec 2020

8. **Outreach**
   - 674 attendance
   - 120 attendance
Facilitators

Mark Power Robison
Managing Partner
Academic Leadership Associates, LLC
Professor of Clinical Education and History
Rossier School of Education and Dornsife College of Letters, Arts & Sciences, University of Southern California

Michael A. Diamond
Managing Partner
Academic Leadership Associates, LLC
Vice President and Executive Vice Provost Emeritus, Professor Emeritus
Marshall School of Business and Rossier School of Education, University of Southern California
Select Other Clients

- **University of Kentucky**
  College of Education & Information, Gatton College of Business & Economics, Office of Enrollment Management, Provost Office

- **University of Nebraska**
  N150 University Strategic Plan, Colleges of Architecture, Business, Engineering, Law

- **University of California, Irvine**
  Paul Merage School of Business

- **University of California, Riverside**
  School of Business

- **University of Nevada, Las Vegas**
  Top-Tier Strategic University Planning Project, Lee School of Business, Hughes College of Engineering, College of Fine Arts, College of Sciences

- **Washington State University**
  Carson College of Business, University-wide Grand Challenge Research Themes
Draft Vision

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

We are diverse community with a shared commitment to discovery, creativity, and education. At UT Knoxville, we:

• Empower learners of all ages and backgrounds to achieve their dreams through accessible and affordable education;
• Advance the prosperity, well-being, and vitality of communities across Tennessee and around the world through our research, teaching, service, and engagement; and
• Commit to excellence, equity, and inclusion within the university, across the state, and in our global activities.
Draft Goals

• Provide high-quality educational opportunities for people at every stage of life, whenever and wherever they seek to learn
• Create a more just, prosperous, and sustainable future through world-class research, scholarship, and creative work.
• Develop and sustain a nurturing university culture where diversity and community are enduring sources of strength
• Empower and sustain a culture of collaboration, agility, and innovation throughout the university
• Connect with every Tennessean and with communities around the world, inspiring future Volunteers to join our diverse community.

We work together, collaborating across boundaries and disciplines, to achieve these goals and thus fulfill our mission and vision. Strategies and tactics to achieve these goals follow below.
Next Steps

• Presenting today for your review.
• Work with campus community to identify top priorities within the vision or stemming from the spirit of the vision.
• Set up implementation teams to act on the priorities.
• Present strategic vision to Board of Trustees in June.