



THE UNIVERSITY OF
TENNESSEE
KNOXVILLE

STRATEGIC VISION

IT TAKES A VOLUNTEER

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 VISION

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

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

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

Advance the frontiers of knowledge to 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.

GOAL ONE

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

WE LIGHT THE WAY FOR OTHERS

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 scholarship that is collaborative, inquiry-based, experiential, affordable, and relevant.

- Create a unifying 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 METRICS

Launch and sustain a national branding campaign around the idea of "It takes a Volunteer."

Create an innovative degree program with stackable modules and certificates in each college

Enroll 1,000 students in modular certificates

Increase graduates in key workforce areas by 25%

FIVE-YEAR OPERATIONAL METRICS

Grow enrollment by 10%

Improve retention to 90%

Improve six-year graduation to 80%

Add 15 new online degree programs

Offer 15% of semester courses during first or second session

Have at least one program in each college ranked in top five nationally

Achieve student participation in high-impact educational practices of 80%

GOAL TWO

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

RESEARCH THAT MAKES LIFE & LIVES IN TENNESSEE BETTER

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 others far 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 METRICS

Establish a distinctive national brand as a 21st-century land-grant university leader

Make Tennessee the fastest-growing innovation economy

Help Tennessee become a top-20 state for academic research

Grow research expenditures to \$425 million

FIVE-YEAR OPERATIONAL METRICS

Number of start-ups created or supported

Number of prominent awards and recognitions

Number of most-cited researchers

Number of PhD students enrolled and graduating

Number of provisional and utility patents

Number of postdoctoral scholars

Number of impactful partnerships

GOAL THREE

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

VOL IS A VERB

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.

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.

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.

FIVE-YEAR TRANSFORMATIONAL METRICS

Develop a national reputation for “Vol is a Verb.”

Be a national model for programming around (1) civility and community to achieve greater understanding of and appreciation for diversity and differences, and (2) diversity of ideas.

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

FIVE-YEAR OPERATIONAL METRICS

Historically underrepresented minority enrollment (or other data set)

Growth of international enrollment

Close retention and graduation gap for historically underrepresented minorities

Growth of Tri-Star Scholarship investment

Increase of 20% in number of students receiving Tri-Star Scholarships

Growth of pathway initiatives to facilitate historically underrepresented minority growth

GOAL FOUR

Empower and sustain a culture of collaboration, adaptability, and innovation.

NIMBLE AND INNOVATIVE

Meeting the changing needs of society and achieving our institutional goals requires 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 interdisciplinary 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.

FIVE-YEAR TRANSFORMATIONAL METRICS

Implement budget allocation model
Launch new campus and Cherokee Farms master plan
Implement customer relations management
Implement revised academic structure

FIVE-YEAR OPERATIONAL METRICS

Progress on master plan
Number of integrations made across system
Number of processes improved
Realized time and money savings

GOAL FIVE

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

THE MODERN R-1 LAND-GRANT UNIVERSITY

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 METRICS

Expand definition of service, extension, and engagement aligned with Volunteer identity
Establish and resource alignment coalition

FIVE-YEAR OPERATIONAL METRICS (ADDITIONAL METRICS TBD)

Number of off-campus engagement opportunities
Number of alumni liaisons and represented counties
Audience research results: perception and reputation score