



UT SYSTEMWIDE STRATEGIC PLAN

2021-2025

Throughout 2021, the UT Systemwide Strategic Plan steering committee and working groups—including members from the campuses and institutes—met to develop ways to build on successes and ensure continuous improvement toward achieving the greatest decade in the history of the University of Tennessee.



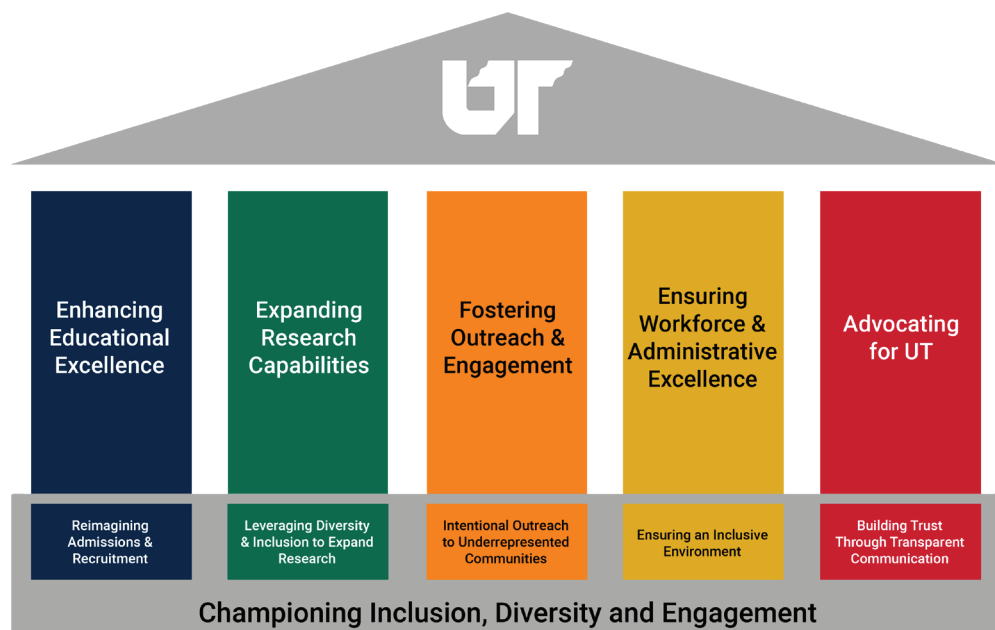
planning our greatest decade

Three key themes emerged:

1. Expanding UT's reach
2. Solving grand challenges
3. Building an inclusive, diverse, and engaged community

Strategic Plan Framework

This report provides the goals, objectives, and metrics that will guide efforts in each of the plan's five pillars—Enhancing Educational Excellence, Expanding Research Capabilities, Fostering Outreach and Engagement, Ensuring Workforce and Administrative Excellence, and Advocating for UT, all supported by a foundation of Championing Inclusion, Diversity, and Engagement to reflect the core elements of UT's desired culture.



UT Mission, Values, and Vision are key components of the strategic framework.



Mission

Serving all Tennesseans and beyond through education, discovery and outreach that enables strong economic, social and environmental well-being.



Values

Bold and Impactful
Embrace Diversity
Optimistic and Visionary
Nimble and Innovative
Excel in All We Do
United and Connected
Transparent and Trusted



Vision

Greatest Decade in the History of the University of Tennessee.

Relationship to Campus and Institute Planning

The UT Systemwide Strategic Plan, along with the values and vision, provides the overall direction for the entire UT System. The direction cascades to the campuses and institutes, which develop their own strategic plans that reflect each entity's distinctive mission, environment, and stakeholder needs. In addition, the degree-granting campuses are subject to the accreditation requirements of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), which include engaging in a systematic planning and evaluation process that is linked to its budgeting and performance improvement cycles.

Although the campus and institute plans are unique, their goals and objectives are aligned with the pillars of the systemwide strategic plan. In some areas—especially academics and research—the plans are linked even more closely because teaching, learning, research, and scholarly activities occur on the campuses. This intertwining of plans is the reason an integrated approach to planning is undertaken at the System level, requiring participation and input from members of the systemwide community.

Pillar 1: Enhancing Educational Excellence



Strategic Goals:

- *Expand UT's educational footprint.*
- *Enhance student success.*
- *Elevate UT's national reputation for educational excellence and academic innovation.*

Goal 1: Expand UT's educational footprint.

Objective 1.1.1: Increase total enrollment and total degrees awarded.

- **Enrollment:**
 - Baseline: 51,582 (AY20)
 - 2025 Outcome: 61,500
- **Degrees Awarded:**
 - Baseline: 12,227 (AY20)
 - 2025 Outcome: 15,000

Objective 1.1.2: Ensure the demographic of the UT undergraduate student applicant pool matches the demographic of TN high school graduates (gender, minority, Pell-eligible, first-generation, and rural vs urban).

- **Baseline:** TBD
- **2025 Outcome:** TBD

Objective 1.1.3: Increase the number of adult learners and international and out-of-state students.

- **Adult Learners:**
 - Baseline: 3,334 UG (AY20)
 - 2025 Outcome: 5,000
- **International:**
 - Baseline: 521 UG (AY20)
 - 2025 Outcome: 20%
- **Out-of-State:**
 - Baseline: 5,521 UG (AY20)
 - 2025 Outcome: 20%

Objective 1.1.4: Increase the number of online degree programs and *Quality Matters* courses.

- **Online Degree Programs:**
 - Baseline: 78 (Fall 2021)
 - 2025 Outcome: 20%
- **Quality Matters Courses:**
 - Baseline: 121 (Fall 2021)
 - 2025 Outcome: 20%

Goal 2: Enhance student success.

Objective 1.2.1: Increase fall-to-fall first-year retention rate to 87.5%.

- **Baseline:** 83.5% (AY20)
- **2025 Outcome:** 87.5%

Objective 1.2.2: Increase 4-year and 6-year graduation rates.

- **4-year Graduation Rate:**
 - Baseline: 39.0% (AY20)
 - 2025 Outcome: 43.5%
- **6-year Graduation Rate:**
 - Baseline: 62.9% (AY20)
 - 2025 Outcome: 70.5%

Objective 1.2.3: Eliminate achievement gaps in first-year retention and graduation rates for historically underserved students (gender, minority*, Pell recipient, first-generation, and rural vs urban).

- **Baselines for first-year retention rate: (AY20)**
 - Male vs Female: 82.8% Male vs 84.0% Female
 - Minority* vs White: 84.5% Minority vs 84.9% White
 - Pell recipient vs Non-Pell recipient: 72.5% Pell vs 88.2% Non-Pell
 - First-gen vs Non-first gen: TBD
 - Rural vs urban: TBD

*American Indian or Alaskan native, Asian, Black, Hispanic, Native Hawaiian or Other Pacific Islander, or multi-racial

Goal 2, Objective 1.2.3 continued.

- **Baselines for 4-year graduation rates:** TBD
- **Baselines for 6-year graduation rates: (AY20)**
 - Male vs Female: 61.2% Male vs 65.8% Female
 - Minority* vs White: 56.9% Minority vs 64.2% White
 - Pell recipient vs Non-Pell recipient: 53.1% Pell vs 68.0% Non-Pell
 - First-gen vs Non-first gen: TBD
 - Rural vs urban: TBD
- **2025 Outcomes:** Substantial reduction of achievement gaps between students in all categories.

Objective 1.2.4: Increase the percentage of students participating in designated High Impact Practices (HIP).

- **Baseline:** TBD
- **2025 Outcome:** 50%

Objective 1.2.5: UT students throughout the UT System feel a sense of mattering and belonging.

- **Baseline:** 52%
- **2025 Outcome:** TBD

Goal 3: Elevate UT's national reputation for educational excellence and academic innovation.

Objective 1.3.1: Increase graduate and professional enrollment and the number of graduate and professional degrees awarded.

- **Graduate & Professional Enrollment:**
 - Baseline: 10,993 (AY20)
 - 2025 Outcome: 11,600
- **Graduate & Professional Degrees Awarded:**
 - Baseline: 3,655 (AY20)
 - 2025 Outcome: 4,000

Objective 1.3.2: Establish micro-credentialing/stackable credentialing opportunities for undergraduates at all UT campuses.

- **Baseline:** NA. New initiative.
- **2025 Outcome:** All UT undergraduate campuses.

Objective 1.3.3: Establish one new, creative, and innovative program/initiative at each UT campus to enhance student success and/or retention; promote access and affordability; and/or contribute to student mattering and belonging.

- **Baseline:** NA. New initiative.
- **2025 Outcome:** Each UT campus will have implemented at least one such program/initiative.

Objective 1.3.4: Increase the number of students and faculty awarded national fellowships.

- **Baseline:** TBD
- **2025 Outcome:** TBD

*American Indian or Alaskan native, Asian, Black, Hispanic, Native Hawaiian or Other Pacific Islander, or multi-racial

Pillar 2: Expanding Research Capabilities



Strategic Goals:

- *Elevate UT's global reputation in discovery and innovation.*
- *Increase participation of demographically diverse faculty, staff, and students in research.*
- *Expand the impact of UT's research on the lives of Tennesseans and beyond.*

Goal 1: Elevate UT's global reputation in discovery and innovation.

Objective 2.1.1: Increase annual total research expenditures to \$600M.

- **Baseline:** \$431M (FY20)
- **2025 Outcome:** \$600M

Goal 2: Increase participation of demographically diverse faculty, staff, and students in research.

Objective 2.2.1: Increase the number of UT faculty, postdocs, graduate and undergraduate students participating in research activities (paid from research accounts, assumes 100% participation from tenure and tenure track faculty).

- **Baselines: (FY20)**
 - Faculty: 1,883
 - Postdocs: 230
 - Graduate students: 1,894
 - Undergraduates: 1,248
- **2025 Outcomes:**
 - Faculty: Increase by 10%
 - Postdocs: Increase by 25%
 - Graduate students: Increase by 25%
 - Undergraduates: Increase by 25%

Objective 2.2.2: Increase the participation of diverse faculty, postdocs, graduate and

undergraduate students in research. (Diverse are those that identify as American Indian or Alaskan native, Asian, Black, Hispanic, Native Hawaiian or Other Pacific Islander, or multi-racial. Participation in research includes those paid from research accounts and assumes 100% participation from tenure and tenure-track faculty.)

- **Baselines: (FY20)**
 - Faculty: 7.9% tenured faculty, 14.1% tenure-track, 10.8% non-tenure track faculty
 - Postdocs: 62%
 - Graduate students: 11.4%
 - Undergraduates: 12.2%
- **2025 Outcomes:** Progressively increase the number of diverse tenured, tenure-track, and non-tenure track faculty; postdocs; graduate students, and undergraduate students that participate in research.

Goal 3: Expand the impact of UT's research on the lives of Tennesseans and beyond.

Objective 2.3.1: By 2025, increase commercial licenses for UT technologies by 50%.

- **Baseline:** 43 (FY20)
- **2025 Outcome:** 65

Pillar 3: Fostering Outreach and Engagement



Strategic Goals:

- *UT transforms grand challenges facing Tennessee communities and industries.*
- *Tennesseans seek UT first for help in solving issues facing their communities and industries.*
- *Tennesseans are connected members of the UT family (from early youth to senior years).*

Goal 1: UT transforms grand challenges facing Tennessee communities and industries.

Objective 3.1.1: By 2025, UT transforms three of our state's grand challenges into strengths and increases Tennessee's rank into the top 50% of US states.

- **Baseline:** TBD
- **2025 Outcome:** TBD

Goal 2: Tennesseans seek UT first for help in solving issues facing their communities and industries.

Objective 3.2.1: By 2025, the number of Tennesseans engaging with UT and seeking help will increase by 25%, including an increase in underrepresented community members. By 2025, Tennesseans will be able to describe one or more systemwide accomplishments of UT.

- **Baseline:** 4,471,764 (FY20)
- **2025 Outcome:** 5.6M contacts representative of Tennessee's demographics

Goal 3: Tennesseans are connected members of the UT family (from early youth to senior years).

Objective 3.3.1: By 2025, UT connects 60% of Tennesseans with life stage specific/age-appropriate engagement opportunities

- **Baseline:** Estimated 25% of Tennesseans based on UT Presence and US Census (2020)
- **2025 Outcome:** 60% of Tennesseans

Pillar 4: Ensuring Workforce and Administrative Excellence



Strategic Goals:

- *Our workforce reflects a diverse and engaged population representing the varied dimensions of diversity.*
- *Recognized as an “Employer of Choice”/”Best Place to Work.”*
- *UT continuously and collaboratively improves the efficiency and effectiveness of its administrative processes.*

Goal 1: Our workforce reflects a diverse and engaged population representing the varied dimensions of diversity.

Objective 4.1.1: By 2025, members of the UT workforce, representing the varied dimensions of diversity, express a high degree of engagement and job satisfaction.

- **Baseline:** TBD
- **2025 Outcome:** The level of engagement and job satisfaction as measured by the McLean and COACHE surveys will have appreciably increased.

Objective 4.1.2: By 2025, the minority composition of UT’s workforce will increase so that UT will be a leader among its peers.

- **Baselines:** Peer Minority Comparison (Fall 2019)
 - UTK: below Peers (faculty and staff)
 - UTC: below Peers (faculty)
 - UTM: below Peers (faculty and staff)
 - UTHSC: above Peers (faculty and staff)
- **2025 Outcome:** The minority composition of the UT workforce in both faculty and staff categories will have substantially increased

Goal 2: Recognized as an “Employer of Choice”/”Best Place to Work.”

Objective 4.2.1: By 2025, administration and all campuses and institutes systemwide are recognized as a preferred place to work.

- **Baseline:** 3 institutions have received one or more recognitions including existing employee engagement measures (2020)
- **2025 Outcome:** The UT System is recognized as a “great place to work” as determined by an external entity, potentially one that grants a certification that can be used in communications, on websites, and in job advertisements.

Goal 3: UT continuously and collaboratively improves the efficiency and effectiveness of its administrative processes.

Objective 4.3.1: By 2025, streamline and standardize core administrative processes for employees to accomplish work more effectively.

- **Baseline:** Potential business process areas of opportunity as identified in the August 2021 Accenture report (12 finance, 7 human resources, and 4 cross-functional).
- **2025 Target:** The DASH project team, in coordination with the DASH Executive and Steering Committees, will identify and track the number of improvements made to core administrative processes and detail benefits. Both quantitative (e.g., number of ancillary systems retired) and qualitative (e.g., satisfaction surveys/focus groups) will be used to measure results.

Pillar 5: Advocating for UT



Strategic Goals:

- *Elevate public understanding of UT's value to the state, nation, and world.*
- *Increase engagement and participation of diverse advocates, donors, and alumni to advance the UT System.*
- *Increase state and federal support of UT as the state's higher education leader and solver of grand challenges.*

Goal 1: Elevate public understanding of UT's value to the state, nation, and world.

Objective 5.1.1: 85% of Tennesseans can identify one or more systemwide impacts of UT in their life.

- **Baseline:** 66% agreed that research, outreach, and other programs conducted at UT make a difference in their life (2018).
- **2025 Outcome:** 85% agree that research, outreach, and other programs conducted at UT make a difference in their life (2025).

Objective 5.1.2: Visible UT presence in all 95 counties by 2030.

- **Baseline:** 19 murals (August 2021)
- **2025 Outcome:** 50 murals

Objective 5.1.3: Systemwide communications and marketing campaign that showcases how UT is addressing grand challenges.

- **Baseline:** NA. New initiative.
- **2025 Outcome:** Active participation by all campuses and institutes in identifying, sharing, and amplifying stories of impact identified in Pillar 3.

Goal 2: Increase engagement and participation of diverse advocates, donors, and alumni to advance the UT System.

Objective 5.2.1: Expand the number of donors and generate an increase in the amount of total private support over the five-year period.

- **Donors:**
 - Baseline: 67,300 (FY20)
 - 2025 Outcome: 75,000
- **Total Private Support:**
 - Baseline: \$196 million (FY20)
 - 2025 Outcome: \$1.25 billion (\$250 million/yr).

Objective 5.2.2: Increase the number of engaged alumni.

- **Baseline:** 210,740 (FY20)
- **2025 Outcome:** 275,000

Objective 5.2.3: Build advocacy network to 10,000.

- **Baseline:** 6,905 (FY20)
- **2025 Outcome:** 10,000

Goal 2 continued.

Objective 5.2.4: Identify and proactively engage systemwide volunteer leadership groups that represent every grand division, campus and institute, as well as urban, rural, and suburban regions.

- **Baseline:** NA. New initiative.
- **2025 Outcome:** Expand the participation of volunteer leadership groups to ensure over a 5-year span, each group has had representatives from every grand division, campus and institute, as well as urban, rural, and suburban regions.

Goal 3: Increase state and federal support of UT as the state's higher education leader and solver of grand challenges.

Objective 5.3.1: Achieve 100% of our legislative agenda as the state's higher education leader and solver of grand challenges.

- **Baseline:** 100% (FY21)
- **2025 Outcome:** 100% passage of agenda each year until 2025.

Objective 5.3.2: Develop a comprehensive government relations policy and training for UT employees to protect UT's voice on legislative issues.

- **Baselines:**
 - Policy: Existing policy that needs revisions to provide greater clarity for UT employees.
 - Training: New initiative, will begin tracking the following:
 - Percentage of UT executive-level cabinets trained in revised policy upon its completion,
 - Number of instances of unauthorized statements/interactions with covered government officials to measure improvement (estimated FY21 baseline of unauthorized interactions with covered government officials: medium frequency).
- Ranges of unauthorized interactions:*
- | | |
|--------------------------|--------------------------|
| <i>Low frequency.</i> | <i>0-4 occurrences</i> |
| <i>Medium frequency.</i> | <i>5-15 occurrences</i> |
| <i>High frequency</i> | <i>16-20 occurrences</i> |

- **2025 Outcomes:**

- Policy: Complete significant revisions to existing policy by spring of 2022; revised policy enacted by 2025.
- Training: 100% of executive-level cabinets trained at UT campuses and institutes; achieve low frequency of unauthorized activity on behalf of the University.

Objective 5.3.3: Strengthen UT relationships with state agencies and entities, resulting in new partnerships benefitting the University and the state.

- **Baselines:**
 - Partnerships: 4 (FY21)
 - Partnership funds secured: \$640,396 (FY21)
- **2025 Outcome:** Annually meet with leadership of 100% of state agencies; 5 partnerships facilitated by the Office of Government Relations and Advocacy each year until 2025; create trend of increased funding from new and continuing partnerships benefitting the University and state.

Objective 5.3.4: Increase engagement and visibility of UT among federal government partners to build trust in UT's capacity to address grand challenges.

- **Baseline:** 12 GR&A-initiated engagement opportunities (FY21)
- **2025 Outcome:** Triple GR&A-initiated engagement opportunities with federal officials