

DRAFT STRATEGIC PLAN FRAMEWORK

VOL Vision 2015

University of Tennessee
Knoxville, Tennessee

August 17, 2010

Version 3.40



*"We really are going to change the world around us."
UTK student*

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Message from the Chancellor and Provost

We would like to extend sincerest thanks to the 330 faculty, staff, and students who participated in thirty listening sessions in the spring of 2010 to provide feedback on the first draft of the campus Vol Vision plan, as well as to members of the “Top 25” Task Force who responded to the Governor’s Challenge to our campus. Through the efforts of those participating in both of these initiatives, we were able to identify themes and opportunities to improve the Vol Vision draft and integrate it with the Top 25 planning process and goals. Although these two initiatives operated in parallel throughout the spring semester due to different start times and origins, they were complimentary and consistent in their ambitions. Therefore, they have now been merged into a common effort and document, VOL Vision 2015.

This draft of VOL Vision 2015 brings us closer to our goal of creating a cohesive, comprehensive, and compelling document that builds on previous efforts while providing clear direction for the future of this campus. Now more than ever, we need to understand *as a campus* who we are, where we are going, and how we will get there.

This document is more strategically focused and at a higher level than the spring draft. It is a framework within which every part of the campus will be able to shape its activities around a set of five priorities which map onto the Top 25 metrics.

During the fall of 2010 we will continue to refine this document in a way that invites continuing engagement across campus and will ultimately represent our very best thinking regarding how UTK will navigate a challenging and uncertain future.

In the coming months, we will be providing updates, progress reports, and other announcements to make this process as clear, accessible, and transparent as possible.

Thanks to everyone who has already contributed to defining the path to lasting excellence for this campus. Our past, current, and future faculty, staff, and students deserve no less.

Sincerely,

Jimmy G. Cheek
Chancellor

Susan D. Martin
Provost and Senior Vice Chancellor
for Academic Affairs

Introduction

The Mission, Vision, Values, and Strategic Priorities below are the outcome of previous strategic initiatives (Appendix D), an analysis of our current strengths, weaknesses, opportunities and threats (Appendix E), and spring discussion groups across the campus. They are meant to provide an overarching focus for the entire campus community – a uniting set of principles and goals that will allow all students, faculty, staff, and administrators to align their efforts and activities around a common vision. As such, they rest on an important set of planning assumptions (Appendix F) which clearly state our commitment to its implementation. A plan without action and accountability, i.e., tying the plan to resource allocation, outcome metrics, and program assessment, would fall far short of our aspirations and our responsibilities. In the end, success will be judged by what we accomplish, not by words on a page.

Mission

The primary mission of the University of Tennessee, Knoxville, 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, UTK embodies the spirit of excellence in teaching, research, scholarship, creative activity, outreach and engagement attained by the nation's finest public research institutions.

The UTK Carnegie Classification is: Research University (very high research activity). Most undergraduates are full-time and admission is selective with a fairly low transfer-in rate. Admission to graduate programs is also competitive. Graduate offerings range from professional master's to doctoral programs focused both on research and on practice. Nationally ranked graduate programs in supply chain management and logistics, business administration, print making, social work, law, and nuclear engineering combined with partnerships at Oak Ridge National laboratories are among the unique characteristics of graduate study at UTK. Undergraduate programs in business in engineering are also nationally ranked. The Center for Measuring University Performance at Arizona State University 2009 report ranked UTK as the 27th highest ranked public research university in the country.

VOL Vision 2015

As we move toward the goal of becoming a member of the nation's "Top 25" public research universities, the University of Tennessee Knoxville embraces a three-part vision for 2015:

- **Value creation** through economic, social, and environmental development.
The University of Tennessee, Knoxville leads an increasing number of activities that benefit the community, the state of Tennessee, and ultimately, the world. This recommitment to the public good is grounded in our tradition as a land-grant Institution.
- **Original ideas** through discovery, inquiry, innovation, research, scholarship and creative activities.
Our ability to create value is dependent on our ability to discover new knowledge and generate new ideas and expression. The complex issues of the 21st century cannot be solved with existing knowledge and systems. Our aim is a dramatic increase in these activities.
- **Leadership** through the preparation of capable and ethical leaders of the future.
Graduates of UTK have unique and enriched learning opportunities accruing from the comprehensive mission of UTK. We expect a large proportion of graduates will take their places as leaders in Tennessee and beyond.

*"We really are going to change the world around us."
UTK student*

Our Values

The following values undergird our mission and vision. While our strategic focus may evolve over time, these enduring principles continue to permeate who we are, what we do, and how we accomplish our goals.

At UTK we value ...

- people of all races, creeds, ethnicity, gender, sexual orientation, gender identity, physical ability and socioeconomic groups;
- a culture that appreciates and respects faculty, staff, and students and that acknowledges our interdependence and the vital role of every member of the Volunteer family;
- engagement with our local and extended communities, embracing intercultural and global perspectives;
- high standards of ethical and professional behavior;
- intellectual curiosity, pursuit of knowledge, free exchange of ideas, and academic freedom and integrity;
- innovation in instruction targeted toward both the effectiveness of learning and flexibility of delivery;
- transparent and data-informed decision making; and
- Institutional pride and the true Volunteer spirit.

Strategic Priorities

In order to achieve VOL Vision 2015, all members of the Volunteer family will give special attention to how they can apply our values in pursuing five strategic priorities and related activities.

- A. **Retain and graduate a diverse body of well-educated undergraduate students** who are prepared to embody the Volunteer spirit as life-long learners and ethical and professional leaders in the global community.
- B. **Produce increasing numbers of diverse graduate students** who earn master's and doctoral degrees and are equipped to address the pressing concerns of their fields, to extend the frontiers of knowledge, and to contribute to the public good.
- C. **Strengthen capacity and productivity in research, scholarship and creative activity** in order to enhance economic, social, and environmental development; to support outreach to our various constituencies; and to extend the reputation and recognition of our campus.
- D. **Attract and retain stellar faculty and staff** who will proudly represent our campus, embrace our vision, and exemplify our values.
- E. **Continually improve the resource base** to achieve campus priorities by 1) carefully balancing state revenues, tuition, and private funding and 2) improving campus infrastructure, including sustainability.

The priorities and related initiatives will shape how we fulfill our responsibilities on a daily basis. Sample initiatives that follow are activities that would support the priority, but the lists are by no means all-inclusive. We anticipate considerable refinement on these initiatives in the coming months, during which time faculty and staff, including academic and non-academic units, will determine what they will do to support these five priorities. In addition, each action planning team will be asked to create annual action plans for their strategic priority to ensure that key cross-campus activities are taking place. (See sample format in Appendix C.) Success metrics, including and extending beyond those identified by the "Top 25" Task Force, will promote accountability for the annual action plans.

Sample Initiatives and Measures of Success for Strategic Priorities

A. Retain and graduate a diverse body of well-educated undergraduate students who are prepared to embody the Volunteer spirit as life-long learners and ethical and professional leaders in the global community.

Point Person: Vice Provost for Academic Affairs
Action Planning Team: TBD

Sample Initiatives

- Coordinate, expand, and promote opportunities for enriched undergraduate learning experiences: service learning and other forms of experiential learning, learning communities, honors programs, RFTW and international study, community engagement, and related options.
- Coordinate, expand, and promote first year experiences and support systems.
- Coordinate, expand, and promote undergraduate research and creative activities and opportunities for students to interact with tenure-line faculty in and out of formal classes.
- Develop information systems to support advising and retention activities (e.g. UTrack, a tracking system to help students progress in their majors and help faculty and administrators deliver courses more efficiently).
- Identify and modify campus-wide and school and college systems that currently discourage retention (advising for undecided majors, room scheduling, bottleneck courses, timetable, and the like).
- Utilize a variety of learning strategies designed for different learning modalities and delivery methods.
- Revisit and update Master Plan (for facilities) to support enriched undergraduate experiences and student life.
- Continually improve the resource base in support of undergraduate education by carefully balancing state revenues, tuition, and private funding.
- Expand articulation agreements with community colleges in Tennessee

Measures of Success:

1. **Continue to attract first year students with ACT scores equivalent to "Top 25" (a "Top 25" metric)**
2. **Retention rate from first to second year raised from 84% to 90% by 2015 (a "Top 25" metric)**
3. **Six year graduation rate increased 1.5% per year, raised from 60% in 2010 to 75% in 2015 (a Top 25 metric)**
4. Move the demographic profile of the undergraduate student body closer to the profile of the state of Tennessee.
5. Survey students to establish a baseline measure of student perception of the campus climate for respect, acceptance, and inclusiveness of all people in the 2010-11 academic year and use survey data to set specific goals for improvement in the climate.
6. Assess intended outcomes of Ready for the World initiatives with a goal of steady growth in students' international and intercultural awareness.

7. Develop and deploy outcome measures for general education with a focus on improvements in key values such as intellectual curiosity, pursuit of knowledge, ethical and professional responsibility, and engagement.
8. Identify courses which represent an impediment to retention and graduation because of high failure rates, long wait lists, scheduling conflicts, pedagogies that are ineffective, etc. Set goals for specific improvements in throughput measures that reflect both innovation in instruction and high performance standards.

B. Produce increasing numbers of diverse graduate students who earn master's and doctoral degrees and are equipped to address the pressing concerns of their fields, to extend the frontiers of knowledge, and to contribute to the public good.

Point Person: Vice Provost and Dean of the Graduate School

Action Planning Team: TBD

Sample Initiatives

- Offer more competitive graduate stipends and fellowships to attract a larger, diverse pool of the best graduate students.
- Develop training and mentoring programs within the Graduate School and through partnerships with other campus entities that support student academic success and professional development.
- Provide diversity resources enhance recruitment and retention of underrepresented populations in a variety of fields of study across campus.
- Seek ways to enhance benefits the university may be able to provide all graduate students, such as health care, child care, and family and medical leave.
- Increase opportunities for international or field study experiences and for academic/professional collaboration through domestic and international joint degree programs and exchange agreements.
- Monitor and respond to students' perceptions of the campus and community climate through ongoing review and revision of policies.
- Clarify and highlight pathways from undergraduate to graduate education by providing timely, accurate information about the graduate academic programs, graduate financial support, graduate student services, and potential career opportunities.
- Provide mentoring, training, and information about options for career opportunities to prepare students to take advantage of labor market needs.
- Maximize opportunities to enhance graduate education through collaboration with ORNL.
- Study the data collected in the Annual Graduate Student Data Survey for Ph.D. students in Science, Technology,

Engineering, and Mathematics (STEM), initiated in fall 2009 to look at student perception of academic and professional training; consider adoption of the

model for development of a survey for student in the arts, humanities, and social sciences.

Measures of Success:

1. Increase the enrollment of the percentage of graduate students in the total student population from 22.5% to 25% (based upon 2008 headcount).
2. Bring the demographic profile of the graduate student body closer to the profile of the state of Tennessee with respect to overall demographics (American Indian, Black, Hispanic); this measure will also examine demographics within specific areas of study (e.g., males in nursing, international students in humanities and social sciences).
3. Reduce the campus-wide median time to doctoral degree from 7.7 (based on 2008 Survey of Earned Doctorate data) years to 7 years.
4. **Increase the number of Ph.D.s awarded by 30% from 277 in 2010 to 360 in 2015 with the goal of 486 in 2020. (a "Top 25" metric)**
5. **Increase the number of professional/master's degrees from 1845 in 2010 to 2000 in 2015 with the goal of 2130 in 2020. (a "Top 25" metric)**
6. **Survey students to establish a baseline measure of student perception of the campus climate in the 2010-11 academic year and use survey data to set specific goals for improvement.**

C. Strengthen capacity and productivity in research, scholarship and creative activity in order to enhance economic, social, and environmental development; to support outreach to our various constituencies; and to extend the reputation and recognition of our campus.

Point Person: Vice Chancellor for Research
Action Planning Team: TBD

Sample initiatives

- Invest in strategic faculty hires (e.g. Governor's Chairs, National Academy Members in Science and Engineering, and the like)
- Focus proposals for federal research funding in areas that advance economic development of the state.
- Leverage current advantages (for example proximity to ORNL and relationship with the University of Tennessee Health Science Center) and seek new state, national, and international partnerships.
- Remove campus administrative barriers to interdisciplinary research
- Upgrade the information technology infrastructure.

- Coordinate with the Master Plan for facilities to support increased research capacity.

Measures of Success:

1. **Increase in federal research expenditures of 50% from \$70 M in 2010 to \$105 M in 2015 with the aim of \$182M in 2020. (a “Top 25” metric)**
2. **Increase in total research expenditures of 50% from \$165 M in 2010 to 247.5 M in 2015 with the aim of \$427 M in 2020. (a “Top 25” metric)**

D. Attract and retain stellar faculty and staff who will proudly represent our campus, embrace our vision, and exemplify our values.

Point Person: Vice Provost for Faculty Affairs
Action Planning Team: TBD

Sample Initiatives:

- Bring tenure-line faculty compensation range to mean of the "Top 25"
- Attract diverse and highly-qualified candidates for faculty and staff positions
- Identify, share, and implement best practices for searching, hiring, retaining faculty and staff
- Revitalize leadership and supervisory training and professional training and development for staff and faculty using contemporary learning technologies.
- Increase external awards and recognition of faculty, staff, students, alumni and the university itself.
- Create a campus community and climate where all faculty, staff, and students are welcomed and supported in doing their best work.
- Create stronger faculty development, support, and career track opportunities for non-tenure track faculty members.

Measures of Success:

1. Undergraduate student/tenure-line faculty ratio remains constant (approximately 20:1 in 2010)
2. **Average Tenure-line salary range increased to meet the mean for our peer institutions. (a “Top 25” metric)**
3. **Increase the number of faculty awards on campus from 10 in 2010 to 32 in 2020. (a “Top 25” metric)**
4. Number of faculty increases from ____ in 2010 to ____ in 2015 to ____ in 2020.

5. Increase faculty diversity on campus from ___ in 2010 to ___ in 2015 and ___ in 2020, with special attention to overall demographics and underrepresented faculty groups in specific disciplines.
6. Increase staff diversity on campus from ___ in 2010 to ___ in 2015 and ___ in 2020.
7. Assess the composition, profile and number of faculty members and align with our strategic priorities.
8. Work to increase staff salaries to more appropriately align with market benchmarks.
9. Increase in variety of training and professional development using contemporary learning technologies provided on campus and increase in faculty and staff availing themselves of offerings.
10. Conduct a campus climate survey of faculty and staff in 2010-2011 to provide a benchmark and direction for initiatives to increase the campus sense of community, belonging, and civility.
11. Faculty and staff across the campus are recognized for service and achievement.

E. Continually improve the resource base to achieve campus priorities by 1) carefully balancing state revenues, tuition, and private funding and 2) improving campus infrastructure, including sustainability.

Point Person: Vice Chancellor for Finance and Administration and Vice Chancellor for Development and Alumni Affairs

Action Planning Team: TBD

Sample Initiatives

- Revisit and update Master Plan (for facilities) to support enriched undergraduate and graduate student experiences and student life.
- Improve IT support for campus initiatives and decision making
- In coordination with the Master Plan, increase and improve research space to support targeted research capacity
- Each college generates proposals for revenue enhancement
- Initiate a campus Proposal Development Team (PDT) to assist faculty to identify, win, and successfully compete for awards and contracts
- Continue to aggressively pursue "Make Orange Green" initiative.
- All new campus buildings must be LEED certified.

Measures of Success:

1. **Increase operating expenditures/student by an additional \$8200 by 2020. (a “Top 25” metric)**
2. **Increase endowments/student by an additional \$24,000 by 2020. (a “Top 25” metric)**
3. Increase square footage of campus research space by TBD% by 2020.
4. Others???

Success of VOL Vision 2015

Our assumption is that if we focus, as a campus, on the five strategic priorities and reach the goals we have set for them, that we will achieve the VOL vision set for 2015. After five years of effort, we will expect to see these outcomes:

- a. substantial progress toward becoming a "Top 25" public research institution (see Appendix G);
- b. increase in faculty, staff, and students engaged in addressing state of Tennessee, national, and international issues and problems through teaching research, scholarship, creative activity, outreach and engagement;
- c. More UTK graduates holding leadership positions.

The processes to measure these summative outcomes will be developed as the plan is implemented.

Point People

Each strategic priority has a point person who has a view of the whole. Duties of the point person include connecting individuals or groups when they have ideas and want to get involved in implementing the priority, answering questions about the priority, reporting on progress, raising the alarm if the priority gets stuck, and reporting progress at the end of the year. In short, the point person is the “go to” person for that priority. It is through this accountability of interested and committed individuals that the goals will be achieved. It is anticipated that point people will be assisted by action planning teams which may be existing groups.

Strategic Priority	Point Person
A. Retain and graduate a diverse body of well-educated undergraduate students who are prepared to embody the Volunteer spirit as life-long learners and ethical and professional leaders in the global community.	Vice Provost of Academic Affairs
B. Produce increasing numbers of diverse graduate students who earn master’s and doctoral degrees and are equipped to address the pressing concerns of their fields, to extend the frontiers of knowledge, and to	Vice Provost and Dean of Graduate School

contribute to the public good.	
C. Strengthen capacity and productivity in research, scholarship and creative activity in order to enhance economic, social, and environmental development; to support outreach to our various constituencies; and to extend the reputation and recognition of our campus.	Vice Chancellor for Research
D. Attract and retain stellar faculty and staff who will proudly represent our campus, embrace our vision, and exemplify our values.	Vice Provost for Faculty Affairs
E. Continually improve the resource base to achieve campus priorities by 1) carefully balancing state revenues, tuition, and private funding and 2) improving campus infrastructure, including sustainability.	Vice Chancellor for Finance and Administration and Vice Chancellor for Development and Alumni Affairs

Next Steps in the Planning Process

VOL Vision 2015, the campus strategic plan provides a framework within which all students, faculty, staff, and administrators on campus may focus their activity. Rather than being prescriptive, this plan is an RFP, inviting all members of the campus community to consider how their work contributes to achieving the strategic priorities which support our vision for 2015.

All Vice Chancellors, Deans and department heads will be asked at the end of each fiscal year to identify what activities they have undertaken to forward the strategic priorities. The budget process will require a clear connection between resource requests and the campus strategic priorities. A process for requesting mini-grants to plan or jump-start initiatives will be designed in the fall of 2010.

We are not beginning with a blank slate. Many campus activities and initiatives are currently underway that support the priorities identified here. The 2010 Deans and Department Heads Retreat, along with meetings of other campus units and groups, will provide an opportunity to begin formally capturing what is already on-going in support of the priorities and vision. In addition, the various Vol Vision discussion groups that were held during spring 2010 resulted in a significant number of ideas which should be considered as we refine and implement the five strategic priorities (see Appendix H). Finally, the UTK strategic planning website will be used to catalogue efforts, large and small, that support the vision and strategic directions. Everyone on campus is invited to add activities occurring in his or her area that support these priorities.

Appendix A: University of Tennessee, Knoxville Planning Framework at a Glance

Mission

The primary purpose of the University of Tennessee, Knoxville, is to extend 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 of Tennessee, UTK embodies the spirit of excellence in teaching, research, scholarship, creative activity, outreach and engagement attained by the nation's finest public research institutions.

VOL Vision 2015

As we move toward the goal of becoming a member of the nation's "Top 25" public research institutions, the University of Tennessee, Knoxville embraces a three-part vision for 2015:

Value creation through economic, social, and environmental development.

The University of Tennessee, Knoxville leads an increasing number of activities that benefit the community, the state of Tennessee, and ultimately, the world. This recommitment to the public good is grounded in our history as a land-grant Institution.

Original ideas through discovery, inquiry, innovation, research, and other creative activities.

Our ability to create value is dependent on our ability to discover new knowledge and generate new ideas and expression. The complex issues of the 21st century cannot be solved with existing knowledge and systems. Our aim is a dramatic increase in these activities.

Leadership through the preparation of capable and ethical leaders of the future.

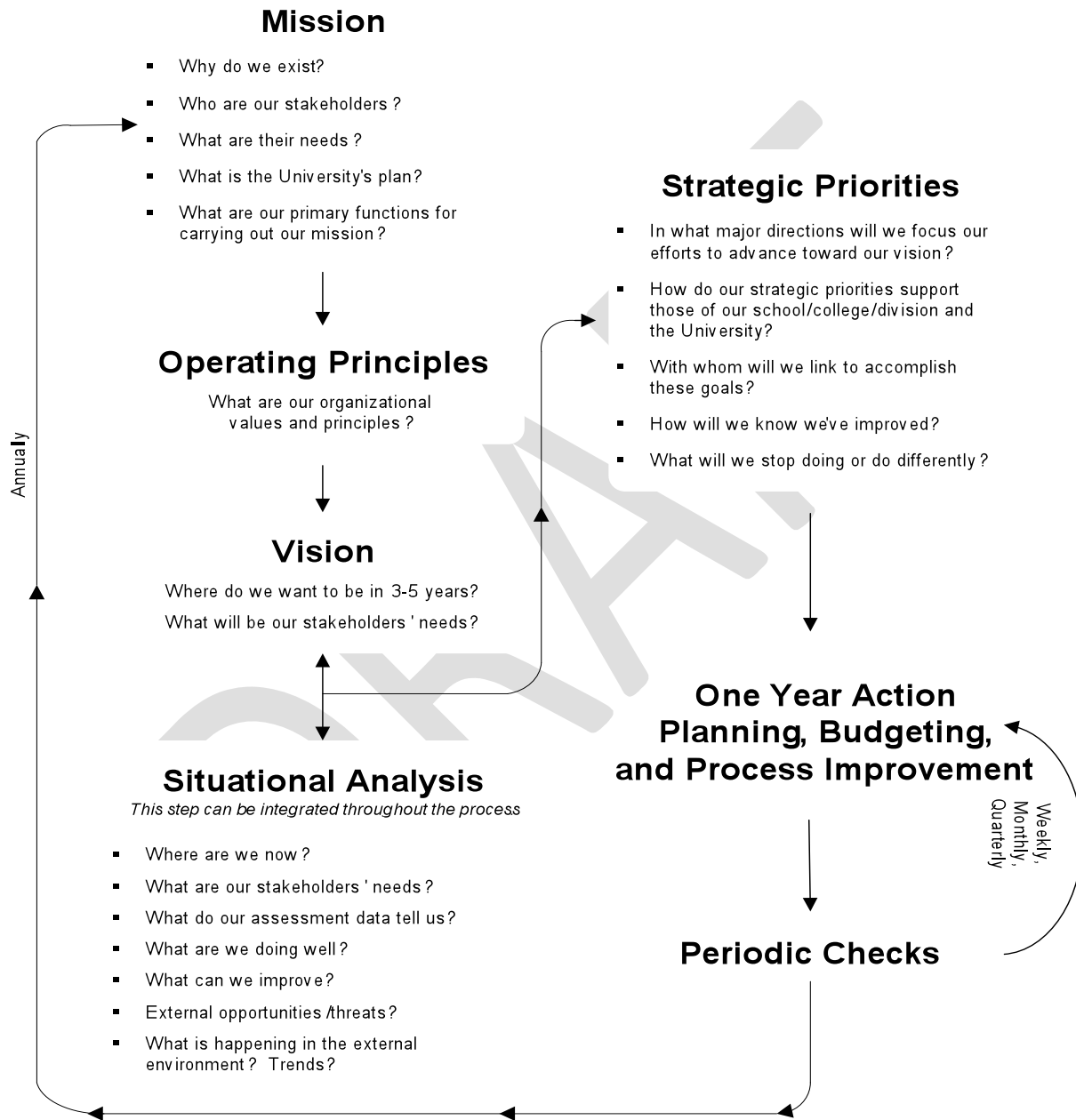
Graduates of UTK have unique and enriched learning opportunities accruing from the comprehensive mission of UTK. We expect a large proportion of graduates will take their places as leaders in Tennessee and beyond.

Strategic Priorities

In order to achieve the vision and enhance our mission, the following priorities have been identified:

- A. **Retain and graduate a diverse body of well-educated undergraduate students** who are prepared to embody the Volunteer spirit as life-long learners and ethical and professional leaders in the global community.
- B. **Produce increasing numbers of diverse graduate students** who earn master's and doctoral degrees and are equipped to address the pressing concerns of their fields, to extend the frontiers of knowledge, and to contribute to the public good.
- C. **Strengthen capacity and productivity in research, scholarship and creative activity** in order to enhance economic, social, and environmental development; to support outreach to our various constituencies; and to extend the reputation and recognition of our campus.
- D. **Attract and retain stellar faculty and staff** who will proudly represent our campus, embrace our vision, and exemplify our values.
- E. **Continually improve the resource base** to achieve campus priorities by 1) carefully balancing state revenues, tuition, and private funding and 2) improving campus infrastructure, including sustainability.

Appendix B: Strategic Planning Model



Source: Office of Quality Improvement, University of Wisconsin-Madison

Appendix C: UTK Action Planning Format

UTK Action Planning Format

Strategic Priority: _____

Goal: _____

Point Person: _____

#	ACTION STEPS	Lead	Involved	Done By This Date	Measure (s) Indicators of Success	Done (X)
1						
2						
3						
4						
5						

If it is necessary to assign someone to a task when they he or she is not present, indicate who will discuss the needed activities with the individual and by when.

Appendix D: Past Efforts in Strategic Planning

This plan was begun in November 2007, when then-Provost Robert Holub announced the creation of a broad-based Strategic Planning Committee. The committee charged 18 subcommittees with developing planning documents, and in 2009 the subcommittees delivered thoughtful, well-researched reports that may be found at the Provost's website <http://provost.utk.edu/strategic/documents.shtml>. More than 150 faculty, staff, and students served on the committee and subcommittees, and two campus-wide town hall meetings were held in March and April 2008 to discuss early drafts.

These reports were created in an atmosphere of anticipated growth in student numbers and belief that state budgets would grow or at least remain stable. The work of the subcommittees is evident in this VOL Vision 2015 draft plan even though the imperative for growth in undergraduate numbers is no longer the driving factor in planning, and a decline in the state budget has become a reality. The Strategic Planning Committee and the 18 subcommittees identified many important strategic opportunities that remain relevant in the current environment. The materials presented here incorporate the efforts from this earlier process.

Current Priorities

At his investiture in May 2009, Chancellor Jimmy G. Cheek committed to lead the campus in the following priorities (<http://chancellor.utk.edu/investiture/index.shtml>):

- Enhance the educational experience of undergraduate, graduate, and professional students;
- Enhance research and engagement;
- Increase diversity;
- Build collaborative relationships;
- Place more emphasis on globalization and sustainability;
- Attract and retain stellar faculty;
- Improve the campus infrastructure;
- Strengthen the recognition of faculty, staff, students, alumni, and the university itself;
- Boost private fundraising and secure additional resources to meet and enhance our objectives.

A progress report on the Chancellor's priorities may be seen at <http://chancellor.utk.edu/annualreport/2009/index.shtml/>.

In January 2010, Kathleen A. Paris, consultant and distinguished emeritus from the University of Wisconsin-Madison, met with the chancellor, provost, provost's staff members, Deans' Council, and other campus leaders to identify current issues. Shortly afterwards, Governor Phil Bredesen challenged the campus to work towards becoming one of the nation's top 25 universities. The first draft of the plan document represented the synthesis process wherein the chancellor's priorities were aligned with much of the work that was done earlier by the Strategic Planning Committee. This second draft document also builds on the work of the "Top 25" task force and reflects feedback from the campus on the first draft. A one-page summary of the plan is shown in Appendix A. The planning model is shown in Appendix B.

A group of faculty leaders designed the process for moving forward from the first draft. Joan Hemingway (professor of law and incoming faculty senate president), Ed Cortez (professor and director of the School of Information Sciences) and Dixie Thompson (Professor and Department Head, Exercise, Sport and Leisure Studies) participated in the SEC Academic Consortium Leadership Development Program, and this program motivated them to volunteer to design and champion the VOL Vision 2015 process. Working with Dr. Paris and the Office of the Provost, they designed the open, visible, and lively engagement process for a serious campus dialog to refine the first draft and create a campus-wide roadmap for the future. Following is the timeline and process the group developed.

VOL Vision 2015: Charting Our Future

DATES	ACTIVITY	PARTICIPANTS
February 2010	Launch the VOL Vision process. Create a website to manage the VOL Vision process, to provide an ongoing information source, and to create a mechanism for individual feedback.	<ul style="list-style-type: none"> Office of the Provost. Faculty and staff campus leaders who will conduct discussion groups during the spring semester.
February-April 2010	Conduct a series of 20+ discussion groups to discuss the VOL Vision draft and collect input regarding its fit, need for refinement, and ability to guide future campus decision makers. Capture comments via the website from any interested individuals.	<ul style="list-style-type: none"> Faculty groups from all academic units. Administrative leadership on campus (department heads, deans). Student organizations. Staff organizations.
April-July 2010	Summarize and analyze the feedback received from campus discussion groups and website. Present this feedback to campus leadership.	<ul style="list-style-type: none"> SECAC Leadership Program participants. Kathleen Paris. Chancellor. Provost.

	<p>Refine the VOL Vision document to capture best thinking from the campus dialogues.</p>	<ul style="list-style-type: none"> • Deans.
<p>August-October 2010</p>	<p>Present refined VOL Vision 2015 document to the campus for further dialogue.</p> <p>Encourage various stakeholder groups to meet.</p> <p>Identify cross-campus opportunities to support strategic priorities at Deans & Department Heads retreat in October.</p> <p>Use the website as the primary mechanism for feedback from various campus groups and interested individuals.</p> <p>End-of-October goal for a finalized document and mini-grant process.</p> <p>Point people to create action plans by end of first semester (See Appendix C.)</p>	<ul style="list-style-type: none"> • Faculty. • Staff. • Students. • Campus Administration. • SECAC Leadership Program participants. • Kathleen Paris.

DRAFT

Appendix E: Analysis of Strengths, Weaknesses, Opportunities, and Threats

The vision and strategic priorities within this plan emerged from an analysis of current strengths we can build on, weaknesses we need to address, the opportunities we could seize, and threats that loom now or may emerge in the near future.

Strengths

Students

- ACT scores of incoming first year students are comparable to "Top 25" Universities
- Students supported and successful in seeking prestigious scholarships and fellowships
- Increase in diversity profile of student body
- Promise and Pledge scholarships that promote access to economically underprivileged and first-generation students

Faculty

- Dedicated, loyal, quality-focused faculty
- Faculty well represented in prestigious awards and fellowships
- Growth in successful grant and contract activity
- Recent hires through the Governor's Chair program

Staff

- Dedicated, loyal, quality-focused staff
- Increase in diversity profile of staff

Programs

- Colleges of Business Administration, Education, Health and Human Sciences, Engineering, and Law ranked among the best in the country
- *Forbes* magazine named UTK one of "America's Best Colleges" for undergraduate study
- Named "Best Value" by *Kiplinger's*
- First-year experience courses and programs
- New Tennessee Teaching and Learning Center
- Student Success Center

- Ready for the World Initiative
- Energy-conservation and sustainability efforts

Resources and Other Support

- Dedicated, loyal, quality-focused staff
- New chancellor, provost, and senior campus leadership focused on continual improvement at the University of Tennessee
- Political and financial support from the current governor and legislature
- Successful capital campaign underway
- Chancellor's Honors Program and Haslam Scholars
- HOPE scholarships
- Ombuds program for faculty and staff
- Significant investment in building projects ongoing
- New Office of Graduate Training and Mentorship
- Professional development programs and research opportunities that prepare graduate students for a variety of career opportunities

Weaknesses

- Retention and graduation rates low compared to peers
- Relatively high proportion of students with high ACT scores are leaving prior to graduation
- Diversity profile of graduate students needs improvement
- Low pay for faculty, graduate students, and staff
- Known more for non-academic characteristics than for academic excellence
- Reputation as a large and uncaring campus
- Diversity of faculty, staff, and student body not representative of the population of Tennessee
- Insufficient women and other underrepresented groups in leadership positions in college, schools, and departments
- Lack of an organized focus on distributed (distance) learning options
- Deferred maintenance and difficulty making old buildings energy efficient and supportive of contemporary learning technologies
- Uneven commitment to making the campus learner centric, student friendly at undergraduate and graduate levels
- Information on resources and support available to students is located in many different places and is difficult to find
- Campus culture and structure can be an impediment to interdisciplinary programs and research efforts
- Information technology and data challenges

- Lack of consistent rewards for faculty relative to merit and market

Opportunities

- Governor's challenge to be a Top 25 public research institution
- Leverage the teaching, learning, and research opportunities with Oak Ridge National Laboratory (ORNL)
- State government's increasing focus on access to higher education
- State government's encouragement of closer working relationship with community colleges and other public institutions of higher education in Tennessee
- Percentage of faculty nearing retirement age
- Strategic partnerships with other organizations and institutions
- Campus support for the principle of interdisciplinary research, teaching, and engagement
- Increase in proportion of Hispanic population in the state of Tennessee
- Distance education and classroom technology to facilitate student access and learning
- Non-tenure track faculty professional development
- Focus of resources (funds and time) to support strategic priorities
- Programming to meet the needs of our higher-quality undergraduate population
- Creating a culture of campus support for faculty
- Creating a culture of inclusiveness for faculty, staff, and students
- Growing graduate student numbers on campus to support our research mission
- Research and educational collaboration with ORNL
- Fastest academic computer (Kraken) in the world
- Continue to monitor changing higher education landscape for competitive opportunities.

Threats

- Decline in state revenue and resulting budget cuts have created a very lean organization
- Quality will be further threatened unless resource allocations are in line with strategic objectives
- Tennessee state tax structure (sales tax based) creates an ongoing vulnerability to economic swings
- Projected decline in number of high school graduates in Tennessee (4% drop until 2014, when a slight rise is predicted)

- Percentage of faculty nearing retirement age with potential replacement challenges or freezes
- Competition for students with traditional, non-traditional, and/or for profit institutions
- Loss of faculty lines due to budget cuts
- Actual implementation of interdisciplinary programs often difficult because of historical structures and ways of operating
- Lack of clearly understood strategic vision for the future

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Appendix F: Planning Assumptions

1. This is a no-growth plan for undergraduate numbers. An increase in undergraduates is not possible given current levels of state support. Retention of current students and increased graduation rates are our priorities, along with better articulation with Tennessee's community colleges and other four-year institutions.
2. This is a growth plan for numbers of graduate students, with a goal of increasing their population as well as their degree completion.
3. Diversity of UTK faculty, staff, and students as described in our values must be woven into all campus priorities and plans.
4. UTK will assess programs based on alignment with strategic priorities and a focus on excellence.
5. UTK will explore every possible strategy to improve efficiency and innovativeness of administrative processes, operations, and resource utilization.
6. UTK will give priority to funding projects that are educationally, economically, socially, and environmentally sustainable.
7. UTK will allocate resources and implement the campus Master Plan according to the priorities described in the plan.
8. The University of Tennessee, Knoxville, plan is nested in the current University of Tennessee System plan, which focuses on three priority areas:
 - Student access and success;
 - Research and economic development; and
 - Engagement and globalization.
9. Even with constrained resources, it is essential to set goals and retain high aspirations for the institution. The plan is the foundation for seeking resources from a variety of funding sources.
10. Results will be reported annually and goals and activities will be updated each year as needed.

Appendix G: Top 25 Benchmark Institutions

Aspirational Institutions

- University of California – Berkley
- University of California – Los Angeles
- University of Virginia
- University of Michigan – Ann Arbor
- University of North Carolina – Chapel Hill
- University of Illinois – Urbana-Champaign
- University of Wisconsin – Madison
- University of California – Davis
- University of California – Santa Barbara
- University of Washington – Seattle
- Pennsylvania State University
- University of Florida
- The Ohio State University
- University of Maryland – College Park
- University of Pittsburg

Target Institutions

- University of Georgia
- Clemson University
- Purdue University
- Texas A&M – College Station
- University of Minnesota
- Rutgers University
- Indiana University
- Michigan State University

Peer Institutions

- Auburn
- Iowa State University
- North Carolina State University – Raleigh

Appendix H: Ideas Generated in Discussion Groups

Over 300 faculty, staff, and students provided feedback and ideas to enhance the campus strategic plan. Those ideas are captured here for action-planning by schools, colleges, departments, service and administrative units, governance groups, committees and other campus entities.

A. Retain and graduate of a diverse body of well-educated undergraduate students who are prepared to embody the Volunteer spirit as life-long learners and ethical and professional leaders in the global community.

1. Address scheduling problems of undecided majors.
2. Enable more freshman who are not in the Honors Program to participate in freshman seminars
3. Set a goal to increase participation in FY seminars from 60 to 80%.
4. Include advising evaluations of faculty (beyond teaching evaluations).
5. Dorm-wide activities in common area such as Presidential Courtyard.
6. Interdisciplinary study could be modeled after College Scholars--students should be encouraged in independent and interdisciplinary study.
7. Look at study-abroad partnership at Florida State University as a model.
8. Help students beyond the liberal arts to participate in study abroad programs.
9. Determine why some departments are not involved in RFTW.
10. Mission, values, vision and strategic priorities should be communicated in publications and documents aimed at students. These should be shared with students at orientation.
11. Use English 101 and Freshman 101 courses to better orient students to campus resources.
12. Expand Life of the Mind and FYS 129 experiences to include freshman/faculty research mentorships.
13. Use end of semester evaluations to improve teaching and/or find other ways to use feedback for improving teaching.
14. Learn more about what students are doing after graduation: where are they working? What did they need from us? This is not feasible at the department level, but could be done routinely by the campus.
15. Have exit interviews of students to learn about why they leave.
16. Expand efforts to attract and retain Native American students.
17. Have pre-enrollment summer experience for at-risk students(not counted toward 6-yeargraduation). This is done in Florida.
18. Offer on-line and night classes to both graduate students and undergraduate students.
19. Encourage collaborative learning using distributed learning technologies.
20. Recruit more out of state excellent students.
21. Provide incentives for developing on-line programs and degrees.
22. Create large enrollment 3-credit interdisciplinary courses taught by prominent faculty as part of general education.
23. Remove administrative policies that impede students in seeking financial aid.
24. Simplify application process and instructions.

25. More personal contact and early intervention for students who are having difficulties. Student Success Center can only go so far.
26. Add learning communities beyond freshman year
27. Have automatic follow up with students after freshman year.
28. Coordinate all the freshman year programs.
29. Expand summer school course offerings.
30. Increase ways to recognize students.
31. All majors need assessment/evaluation of student learning outcomes.
32. Revisit interdepartmental fees to make them more "cooperative."
33. Use Library as support for interdisciplinary activity, esp. Diversity Residents.
34. Link faculty research with Student Affairs activities so research benefits both the faculty and the students.
35. Improve student housing (not just for the Greeks).
36. Identify incentives that would encourage student to take better care of their campus environment.
37. Provide leadership training for students outside of the classroom.

B. Produce increasing numbers of diverse graduate students who earn master's and doctoral degrees and are equipped to address the pressing concerns of their fields, to extend the frontiers of knowledge, and to contribute to the public good. Explore possibility of shared funding for graduate students between departments.

1. Fly graduate students to conferences using UT plane.
2. Provide graduate students with suitable housing.
3. Introduce a mentoring program for all first year PhDs where they can interact with someone else in their discipline.
4. Identify graduate student retention rate and aim for improving it.

C. Strengthen capacity and productivity in research, scholarship and creative activity in order to enhance economic, social, and environmental development; to support outreach to our various constituencies; and to extend the reputation and recognition of our campus.

1. Develop cluster faculty hiring program proposal for joint appointment hires. See a model at <http://www.clusters.wisc.edu/>.
2. Share information about what is happening already on campus in terms of interdisciplinary research and/or what UTK faculty are doing with other campuses in an interdisciplinary way.
3. Develop seminar series on grant writing and management
4. Improve the research administrative infrastructure (e.g. billing doesn't capture adequate income).
5. Hire more short-term GAs for research projects.
6. Create an independent foundation to handle university-industry contracts. To grow research now, we must engage with industry, but this is difficult because of laws, warranties, and paperwork. An independent foundation would address this.

7. Examine practice of FNA recovery going into university general fund. This is unusual and restricts funds available for research.
8. Increase transparency and availability of information about how endowment and gift funds are handled.

D. Attract and retain stellar faculty and staff who will proudly represent our campus, embrace our vision, and exemplify our values.

"Employees are all ambassadors of UT and climate really does matter for this reason." UTK Staff Member

1. Schools are evaluated every year. Make one of the criteria "A culture of excellence where we work together as a community."
2. Find ways to reward staff beyond salaries and bonus funds.
3. Increase transparency associated with various awards--make clear criteria and selection process.
4. Need to award great teaching as we award great research.
5. Support for spousal hiring.
6. Create a recruitment packet for faculty including area information, relevant campus information and news.
7. Create a faculty/staff mentoring program to help retain diverse faculty and staff
8. Conduct exit plans to determine why diverse faculty and staff are not staying.
9. Address the issue of civility on campus.
10. Beautifying the campus, maintaining the buildings (more pedestrian areas, trash pickup, more recycling bins) is a quality of life issue and can help attract faculty, staff and students to the campus and keep them here.
11. Re-evaluate UTK sabbatical system. It is different from other universities' processes. Increase professional leave and expansion of leave.
12. Establish more formal agreements (for faculty, staff, student exchanges) with international universities.
13. Provide a cafeteria of benefits for staff, allowing them to choose off a menu-cafeteria-style.
14. Supervisors (including academic leaders) need additional training and on-going support for effective leadership.
15. Initiate a climate survey for staff (in addition to the one for faculty and students).
16. Identify departments that have good programs for supporting and recognizing staff. Share with the whole campus.
17. Waive or reduce parking fee as a reward or consider a sliding fee for parking based on income.
18. Offer insurance based on sliding scale based on income.
19. Offer childcare.
20. Raise staff wages and improve health benefits.
21. Ensure that all staff wages to be on a par with student worker wages.
22. Remove barriers to all staff taking advantage of educational benefit. [Some supervisors prevent staff from taking advantage of this opportunity.]
23. Keep staff together in the same group rather than switching them around.
24. Involve staff in creating new policies, troubleshooting implementation, and weeding out policies that are dysfunctional.
25. Require drug testing.

26. Reduce lag time in policy implementation.
27. Create a "Business Processes Handbook" for all staff to reduce the learning curve.
28. Create a staff mentoring program. (See model at [http://acstaff.wisc.edu/mentor/.](http://acstaff.wisc.edu/mentor/))
29. Increase longevity pay.
30. Make an effort to help staff understand the budget and why they are not getting raises and why there's no relationship with the football coach's salary.
31. Foster relationships among staff in various departments."It would be helpful to know one person to call for help."
32. Raise visibility of Ombuds office for staff.
33. Avoid salary compression and locking job titles to salary ranges.
34. Create a day where children are welcomed to campus with their parents in addition to family day.
35. Consider free athletic tickets where students have them.
36. Create benefits for staff at the bookstore.
37. Enhance dining services benefits.
38. Create mid-career professional development programs.
39. Publicize HR's five year plan which addresses staff needs.
40. Focus on improving morale, learning opportunities, and access to materials and parts for facilities services personnel.
41. Broaden faculty appreciation week to include staff as well.
42. Add employee photos to department web sites.
43. Invite more staff to participate on campus committees.
44. Utilize more UTK employees within athletics rather than contracting out.

E. Grow the resource base to achieve campus priorities by 1) carefully balancing state revenues, tuition, and private funding and 2) improving campus infrastructure, including sustainability.

1. Increase scholarship dollars. Tuition is increasing, but HOPE scholarship remaining the same.
2. Give donors and campus guests to fundraising events better and easier parking accommodations.

Other Ways to Improve

1. Recognize those who achieve plan objectives.
2. Create "how to" guides for creating an inclusive environment including best practices from UTK and other campuses and research that shows why it matters.
3. Use "Fall Festival" as an opportunity for fundraising.
4. Launch a "branding" campaign.
5. Everyone needs to pay attention to details."It's good enough" should not be a mantra.
6. Enforce the "no smoking" rules near buildings. Currently this is blatantly disregarded, but no one is taking responsibility for enforcing it.
7. Plant more trees.
8. Admit more students.
9. Sell alcohol on campus. (Avoid dangers of driving home from off campus.)

10. Institute recycling at every trash collection point.
11. Increase communication, connections with legislators
12. Stabilize Email system.
13. Improve campus web site search function.
14. Improve facilities access for disabled.
15. Build a new University Center.
16. Ensure that the campus controls the new research park.
17. Highlight (to parents and taxpayers) importance of ORNL to scholars.
18. Get feedback on our plan from other stakeholders--legislators, donors. How would they evaluate it?
19. Focus on alumni. It gives inspiration to other students.
20. Commission a professional public attitudes survey to determine current perceptions/misperceptions about UTK among Tennessee citizens.*
21. Have summer "boot camp" sessions for faculty to develop on-line, hybrid, alternative delivery courses.*

*From version 2.03 of Draft Strategic Plan

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