CULTIVATING OUR CAMPUS COMMUNITY
ENROLLMENT MANAGEMENT’S
BIG ORANGE MOVEMENT

STRATEGIC ENROLLMENT OUTCOMES + FUTURE CONSIDERATIONS
Academic Leadership Retreat | August 10, 2022
OUR BIG ORANGE MOVEMENT...

• Transform the way we recruit, retain and graduate students.
• Transform the way we serve students.
• Create a campus and community wide BIG ORANGE recruitment and retention culture.

Define the Volunteer Experience in ALL that we do.
STRATEGIC ENROLLMENT PLAN: 2018 - 2022

TOTAL ENROLLMENT MANAGEMENT APPROACH

• Recruitment of New Students
• Retention | Student Success
• Graduation | Degree Production

SUPPORTS STRATEGIC AND ACCESS IMPERATIVES FOR UT

• Improve access for Tennesseans
• Align with Drive to 55 and Complete College Tennessee
• Reinforce student success and talent pipeline goals

GROW UT’S RESOURCE BASE IN THE CURRENT ENVIRONMENT

• Increase total net tuition revenue
• Fund growth in tenure-track faculty and graduate education
• Contribute to long-term fiscal stability

MULTI-YEAR PLAN TO GROW UNDERGRADUATE ENROLLMENT TO 25,000+ STUDENTS BY 2022 (15% GROWTH)
NATIONAL LANDSCAPE | ENROLLMENT

UT has been successful in growing enrollment despite a challenging national enrollment landscape.

COLLEGE ENROLLMENT

- Dropped by 465,000 students (3.1%) in Fall 2021
- More than 1.2 million students | 6.6% Decline since Fall 2019
- Largest two year decrease in more than 50 years

COMMUNITY COLLEGE ENROLLMENT

- Down 706,000 | 13.2% since Fall 2019

FIRST-YEAR ENROLLMENT

- Down 9.2% since Fall 2019
- Only 29% of high school seniors have completed the Free Application for Federal Student Aid (FAFSA) as of Dec. 2021 | Down 10% vs. 2020
- 2020 High school grads who chose not to enroll following graduation, only 2% ended up enrolling a year later
## TENNESSEE LANDSCAPE | ENROLLMENT

UTK continues to enroll the largest market share of in-state students among Tennessee universities despite a challenging in-state enrollment landscape.

### COLLEGE GOING RATES
- 2021 College Going Rate: 52.8% (down from 63.8% in 2017 | -11%)
- 34.5% 2020 4-Year College Going Rate

### DECLINING PIPELINE
- Projected to decline by 16.5% between 2016 peak and 2030 low
- 2022 Projected HS Grads: Down 12,412 | -13%

### COMMUNITY COLLEGE ENROLLMENT

#### 2020
- First-time full time enrollment declined 19%
- PSCC enrollment down -14%
- Tennessee Promise Enrollees: Down 6%

#### Fall 2021
- Total enrollment at community colleges declined another 6%
**APPLICATION GROWTH | FIRST-YEAR STUDENTS**

UT expanded to a national recruitment model to drive application and enrollment growth.

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
<th>2016</th>
<th>Change from 2021</th>
<th>% Change from 2021</th>
<th>Change from 2016</th>
<th>% Change from 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>First-Year Applications</td>
<td>36,294</td>
<td>29,892</td>
<td>17,333</td>
<td>+6,402</td>
<td>+21.4%</td>
<td>+18,961</td>
<td>+109.4%</td>
</tr>
<tr>
<td>Tennessee</td>
<td>10,926</td>
<td>10,560</td>
<td>9,507</td>
<td>+366</td>
<td>+3.5%</td>
<td>+1,419</td>
<td>+14.9%</td>
</tr>
<tr>
<td>Out-of-State</td>
<td>24,814</td>
<td>18,989</td>
<td>7,211</td>
<td>+5,825</td>
<td>+30.7%</td>
<td>+17,603</td>
<td>+244.1%</td>
</tr>
<tr>
<td>International</td>
<td>554</td>
<td>343</td>
<td>615</td>
<td>+211</td>
<td>+61.5%</td>
<td>-61</td>
<td>-9.9%</td>
</tr>
<tr>
<td>Student of Color</td>
<td>7,867</td>
<td>6,746</td>
<td>4,650</td>
<td>+1,121</td>
<td>+16.6%</td>
<td>+3,217</td>
<td>+69.2%</td>
</tr>
</tbody>
</table>

UT expanded to a national recruitment model to drive application and enrollment growth.
APPLICATION GROWTH | TRANSFER STUDENTS

UT opened a Transfer Center to align with the statewide Tennessee Promise initiative and to deliver holistic enrollment services to transfer students.

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<tr>
<td>Transfer Applications</td>
<td>4,256</td>
<td>3,618</td>
<td>3,007</td>
<td>+638</td>
<td>+17.6%</td>
<td>+1,249</td>
<td>+41.5%</td>
</tr>
<tr>
<td>Tennessee</td>
<td>1,660</td>
<td>1,643</td>
<td>1,827</td>
<td>+17</td>
<td>+1.0%</td>
<td>-167</td>
<td>-9.1%</td>
</tr>
<tr>
<td>Out-of-State</td>
<td>2,507</td>
<td>1,916</td>
<td>1,061</td>
<td>+591</td>
<td>+30.8%</td>
<td>+1,446</td>
<td>+136.3%</td>
</tr>
<tr>
<td>International</td>
<td>89</td>
<td>59</td>
<td>119</td>
<td>+30</td>
<td>+50.8%</td>
<td>-30</td>
<td>-25.2%</td>
</tr>
<tr>
<td>Student of Color</td>
<td>989</td>
<td>797</td>
<td>637</td>
<td>+192</td>
<td>+24.1%</td>
<td>+352</td>
<td>+55.3%</td>
</tr>
</tbody>
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# FALL 2022 ENROLLMENT PROJECTIONS

<table>
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<tr>
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<th>Projected 2022</th>
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<tbody>
<tr>
<td>Undergraduate Total Enrollment</td>
<td>27,051</td>
<td>25,067</td>
<td>22,317</td>
<td>+1,984</td>
<td>+7.9%</td>
<td>+4,734</td>
<td>+21.2%</td>
</tr>
<tr>
<td>First-Year</td>
<td>6,779</td>
<td>5,948</td>
<td>4,851</td>
<td>+831</td>
<td>+14.0%</td>
<td>+1,928</td>
<td>+39.7%</td>
</tr>
<tr>
<td>Transfer</td>
<td>1,600</td>
<td>1,483</td>
<td>1,367</td>
<td>+117</td>
<td>+7.9%</td>
<td>+233</td>
<td>+17.0%</td>
</tr>
</tbody>
</table>
# PROJECTED FIRST-YEAR ENROLLMENT | FALL 2022

## + 39.7%
Total First-year Enrollment since 2016 SEP Baseline

## + 298.0%
Out-of-State Enrollment since 2016 SEP Baseline

## + 39.2%
Students of Color Enrollment since 2016 SEP Baseline

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<tr>
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<td><strong>First-Year Enrollment</strong></td>
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<td>+831</td>
<td>+14.0%</td>
<td>+1,928</td>
<td>+39.7%</td>
</tr>
<tr>
<td><strong>Tennessee</strong></td>
<td>3,554</td>
<td>3,683</td>
<td>3,980</td>
<td>-129</td>
<td>-3.5%</td>
<td>-426</td>
<td>-10.7%</td>
</tr>
<tr>
<td><strong>Out-of-State</strong></td>
<td>3,180</td>
<td>2,228</td>
<td>799</td>
<td>+952</td>
<td>+42.7%</td>
<td>+2,381</td>
<td>+298.0%</td>
</tr>
<tr>
<td><strong>International</strong></td>
<td>45</td>
<td>37</td>
<td>72</td>
<td>+8</td>
<td>+21.6%</td>
<td>-27</td>
<td>-37.5%</td>
</tr>
<tr>
<td><strong>Student of Color</strong></td>
<td>1,233</td>
<td>1,147</td>
<td>886</td>
<td>+86</td>
<td>+7.5%</td>
<td>+347</td>
<td>+39.2%</td>
</tr>
</tbody>
</table>
 SEP | BIG ORANGE OUTCOMES

ENROLLMENT GROWTH IN SEC
- UT leads the SEC in % undergraduate enrollment growth
- Second in the SEC in % first-year growth

ACCESS MISSION | TENNESSEE COMMITMENT
- Maintained a 90% access rate for in-state applicants

TENNESSEE TALENT PIPELINE
- Graduated over 29,000 undergraduates since 2016 into future careers and/or graduate studies

OUT-OF-STATE (OOS) GROWTH + TN IMPACT
- 38% of OOS graduates remain in TN
- 52.8% of OOS Nursing graduates remain in TN

FINANCIAL IMPACT + REVENUE GROWTH
- ROI approach to investments and outcomes
SEP | DIFFERENTIATED VOLUNTEER EXPERIENCE

TRANSITIONED TO POWER T | BRAND + MARKET BUILDING

CREATED BIG ORANGE FRIDAYS

“VOLUNTEER” CUSTOMER SERVICE LANGUAGE

COMMUNITY IMPACT + PARTNERS

ALUMNI RECRUITMENT

NEW SCHOLARSHIP & AID STRATEGY | INVESTMENT FOCUS

CURATED EXPERIENCES | MUSIC CARD + GRAD CARD

"IT’S A GREAT DAY ON ROCKY TOP!"

FUTURE VOL
NEW VOL ROLL CALL
WRITE A VOL
VOLUNTEERING W/ THE VOLS
SEP 2030 | THE FUTURE IS BRIGHT ORANGE!

<table>
<thead>
<tr>
<th>Alignment with New Strategic Vision</th>
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<tbody>
<tr>
<td>Evaluate Capacity Constraints &amp; Opportunities</td>
</tr>
<tr>
<td>Market Informed</td>
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<tr>
<td>Demographic Shifts + Trends</td>
</tr>
<tr>
<td>Delivering on the Volunteer Experience</td>
</tr>
<tr>
<td>Higher Ed Landscape &amp; Competition</td>
</tr>
<tr>
<td>Higher Ed Policy</td>
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EM PRIORITIES | OUR **BIG ORANGE** MOVEMENT CONTINUED

<table>
<thead>
<tr>
<th>TECHNOLOGY + SYSTEM ENHANCEMENTS</th>
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<tr>
<td>PROCESS + POLICY REVIEWS</td>
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<tr>
<td>ENHANCED COLLABORATION &amp; PARTNERSHIPS</td>
</tr>
<tr>
<td>NEXT PHASE</td>
</tr>
<tr>
<td>CONTINUED COMMITMENT TO ACCESS</td>
</tr>
<tr>
<td>SEP2030: RECRUITMENT PLAN</td>
</tr>
</tbody>
</table>
EM DREAM TEAM | LEADERSHIP TEAM

Clay Alexander
Director of First Year Recruitment

Caitlyn Conner
Budget Director

Wendelyn (Wendy) Davis, PhD
Director of the Transfer Center

Jeff Gerkin
Executive Director of EM Operations

Gretchen Harris, PhD
Director of Visits & Events

Stephanie Sieggreen
Director of International Recruitment

Laura Stansell
Director of One Stop Student Services

Redrick Taylor III
Director of Diversity Recruitment and Outreach

Celena Tulloss
Director of Financial Aid & Scholarships
START (AND END) WITH THE WHY

PEOPLE DON’T BUY WHAT YOU DO, THEY BUY WHY YOU DO IT.

Simon Sinek
JOIN OUR **BIG ORANGE MOVEMENT**

TRANSFORM the way we recruit, serve and graduate students

- Create a campus and community wide recruitment and student success culture
- Define the Volunteer Experience in all that we do

**BIG ORANGE FRIDAY**
Encourage your team and alums to wear their orange and tell their story

**FUTURE VOL PROGRAM**
Encourage your alums to refer a student we should be recruiting

**NAME TAGS**
Name tags signal to students “I’m here to serve (new & current) Vols”

**CAMPUS TOURS + VISITORS**
Say hello & “Welcome to Rocky Top!” when you see tour groups
THANK YOU!

QUESTIONS? CONTACT:

kalldre1@utk.edu

KARI ALLDREDGE
Vice Provost, Enrollment Management

Futuristic | Strategic | Ideation | Achiever | Relator