

# University on the Rise: Academic Leadership Retreat 2023



THE UNIVERSITY OF  
TENNESSEE  
KNOXVILLE



How do  
we know?

through the **numbers**

through **external indicators**

through the **strategic vision**



# The Numbers

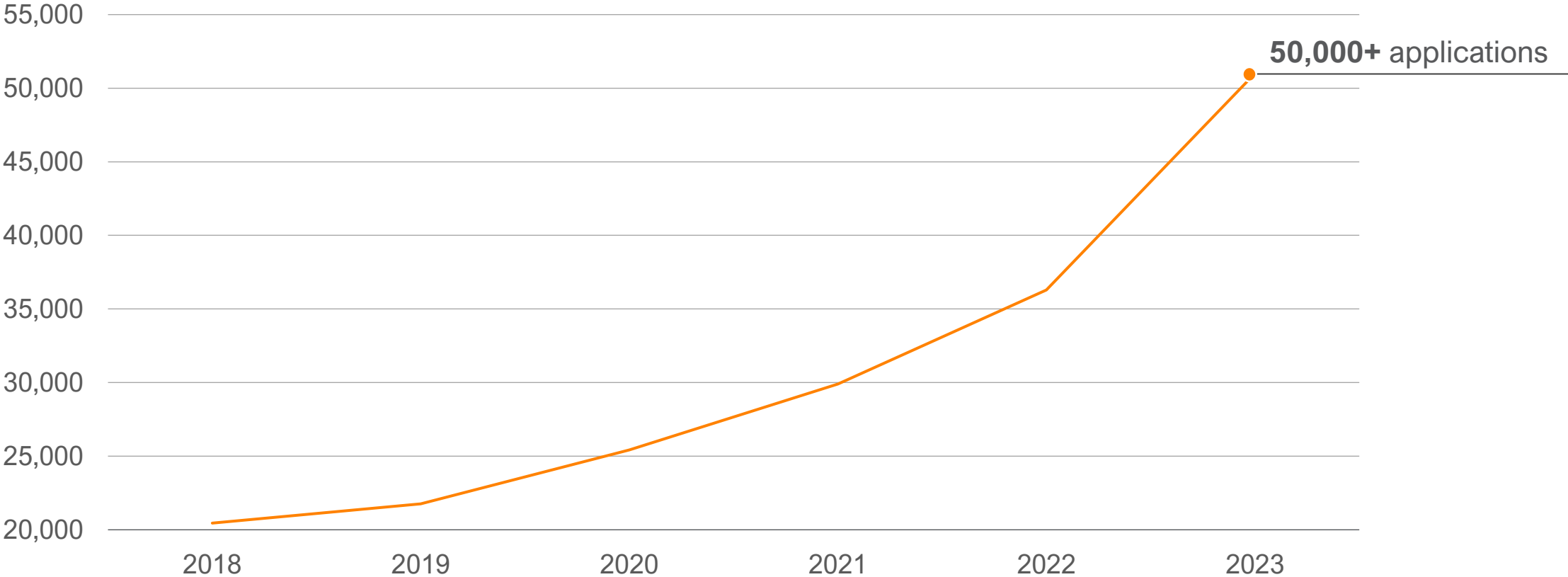
# Budget Revenues

	2018-19	2022-23	Change
Education & General Revenue	\$723,787,046	\$920,575,341	+27%
Tuition & Feeds	\$439,107,940	\$565,948,855	+29%
State Support	\$235,281,158	\$312,272,558	+33%
<b>Expenditures for Instruction</b>	<b>\$234,979,581</b>	<b>\$327,704,692</b>	<b>+39%</b>

# Enrollment

	2018-19	2022-23	Change	2023 Update
<b>Undergraduate</b>	22,815	27,039	<b>+19%</b>	28,362
<b>Graduate</b>	5,350	5,988	<b>+12%</b>	6,048
<b>Total Enrollment</b>	28,894	33,805	<b>+17%</b>	34,410

# Demand



# Faculty

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	2018-19	2022-23	Change
<b>Total Faculty</b>	1,802	2,119	<b>17%</b>

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# Student Outcomes

	2018-19	2022-23	Projected 2023
Retention	86.5%	88.6%	<b>90%</b>
4-year Grad Rate	51.1%	56.7%	<b>59.6%</b>
6-year Grad Rate	72.5%	72.6%	<b>73.8%</b>



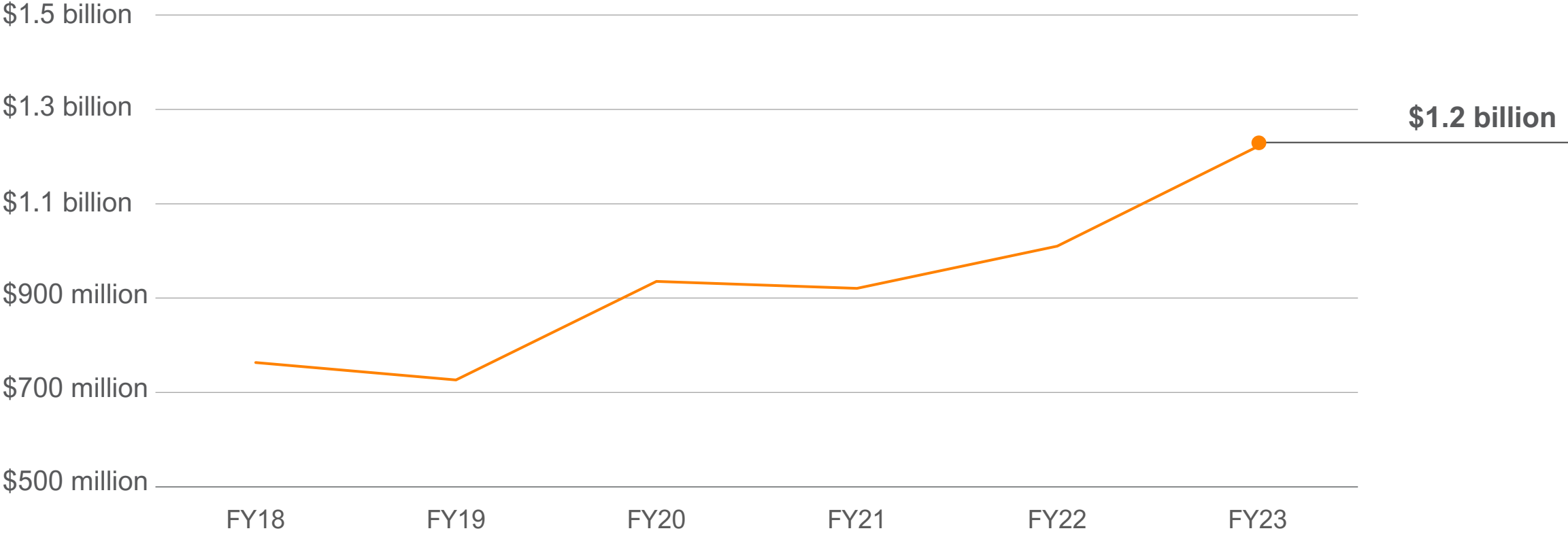
# Graduate Outcomes

	2018	2022	Projected 2023
Degrees Granted	7,183	7,888	+10%
Positive Career Outcome	82%	90%	+8 points
Mean Salary	\$46,396	\$56,625	+22%

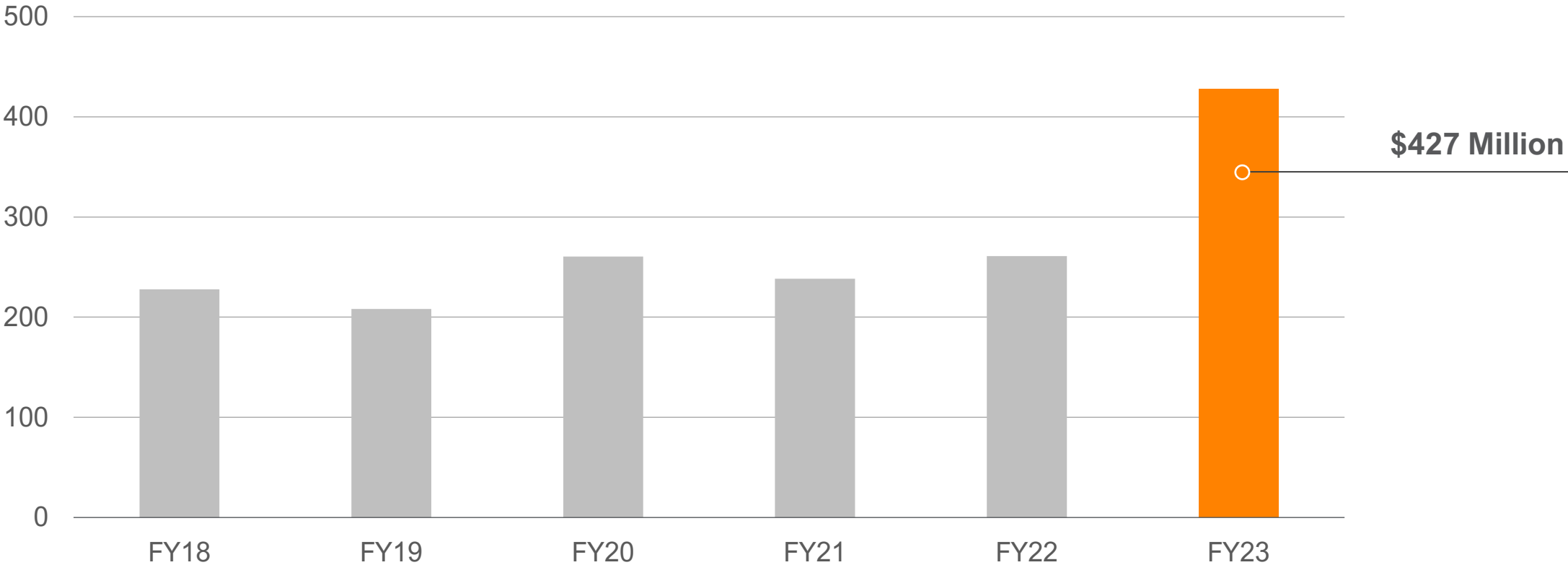
# Research Awards

	2018-19	2022-23	Change
Funding Requested	\$727M	\$1.22B	+68%
Funding Awarded	\$208M	\$428M	+105%

# Proposals Submitted



# Research Awards





# The External Indicators

# Accolades

- Forbes Best Employer in **back-to-back years**
- 2023 Best Place for Working Parents.
- 2023 Forbes Best Employer for New Graduates
- Top Producer of Fulbright Scholars for **five straight years.**



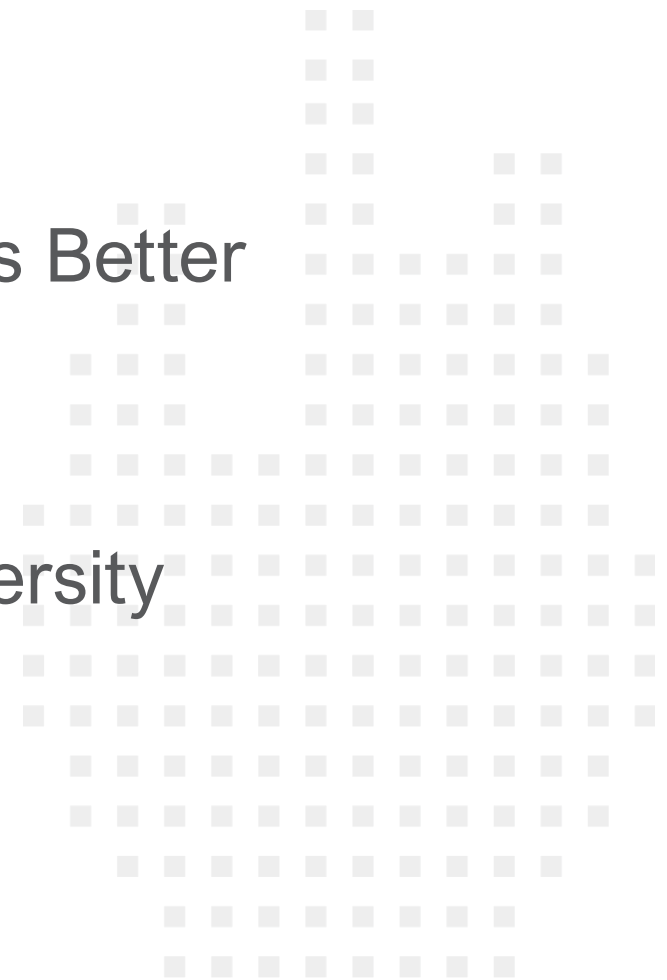


# The Strategic Vision

# Strategic Vision Goals

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- Cultivating the Volunteer Experience
- Conducting Research That Makes Life & Lives Better
- Ensuring a Culture Where Vol is a Verb
- Making Ourselves Nimble and Adaptable
- Embodying the Modern R-1, Land-grant University





# Cultivating the Vol Experience


- First Year Experience
  - 8,000+ students assigned a Vol Success Team each year
  - 18,000 students know their top strengths
  - Top strengths across the class: restorative and competitive
  - Overhaul of First-Year Seminars
- Launching Vol Edge for second, third, and fourth-year students
- Launching Online Learning Opportunities



# Conducting Research that Makes Life and Lives Better

- Launched research gateways to leverage our strengths to meet the state's needs: Advanced Materials and Manufacturing, Artificial Intelligence, Energy and Environment, Future Mobility, Human Health and Wellness
- Launched UTORII
- Deepened industry partnerships (VW, AT&T, Eastman)
- \$50 million investment in cluster hires
- Big, collaborative research awards:
  - TEAM TN mobility coalition
  - MRSEC
  - Innovation Engine Awards
- NSF Director Visit





“TEAM TN is an exemplary effort in terms of bringing together all the aspects of expertise that exist in the state and beyond and see how we can address the future of mobility.”

SETHURAMAN PANCHANATHAN,  
NSF Director

# Ensuring a Culture where Vol is a Verb

- Percentages of under-represented faculty, staff, and students remain unchanged:
  - Faculty: 10.3%
  - Staff: 10%
  - Students: 14.8%
- Gallup Survey on view-point diversity



# Becoming Nimble and Adaptable

- Academic restructuring
  - College of Emerging & Collaborative Studies
  - Baker School of Public Policy & Public Affairs
  - College of Music
  - Divisional deans in the College of Arts & Sciences
- BAM model to move budgetary decision-making down into units and colleges
- Implementing new information systems
  - CRM system underway
  - DASH system coming in the next year
  - Student Information System to follow DASH
  - Intranet and digital transformation



# Embodying the Modern R-1 Land-Grant University

- Enhanced research collaboration between UTIA and the rest of the Knoxville campus
- Building a statewide coalition of more than 100 public and private entities, funded by NSF, to position Tennessee to be a global leader a \$2T mobility sector
- New partnership to quickly build out online degree programs on the horizon
- Improving access to Tennessee students through new and expanded scholarship programs like Distinguished Tennessean Award and Flagship Schools
- Launched a new integrated marketing plan to grow our reputation among Tennesseans and peers.





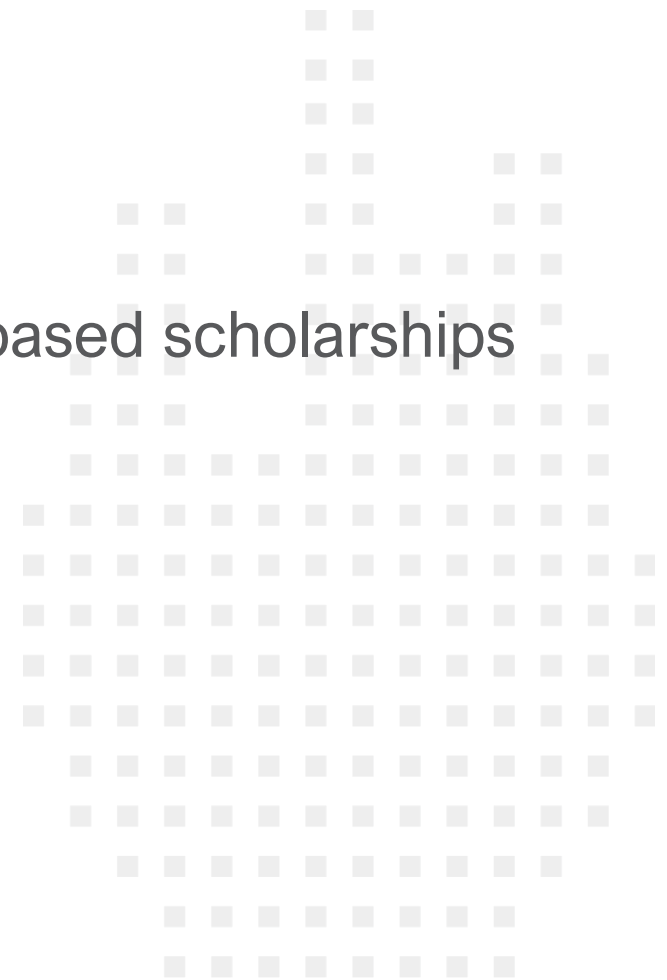
# The Year Ahead

Priorities and Challenges

# Priorities

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- BAM improvements & revised strategy for reserves
- Continue implementation of strategic vision
- Address access & engagement needs – more need-based scholarships
- Launching online learning partnership
- Construction of two dorms by 2025, a third by 2026
- Support new colleges
  - American Civics Institute under way
- Design new chemistry building
- CRM system

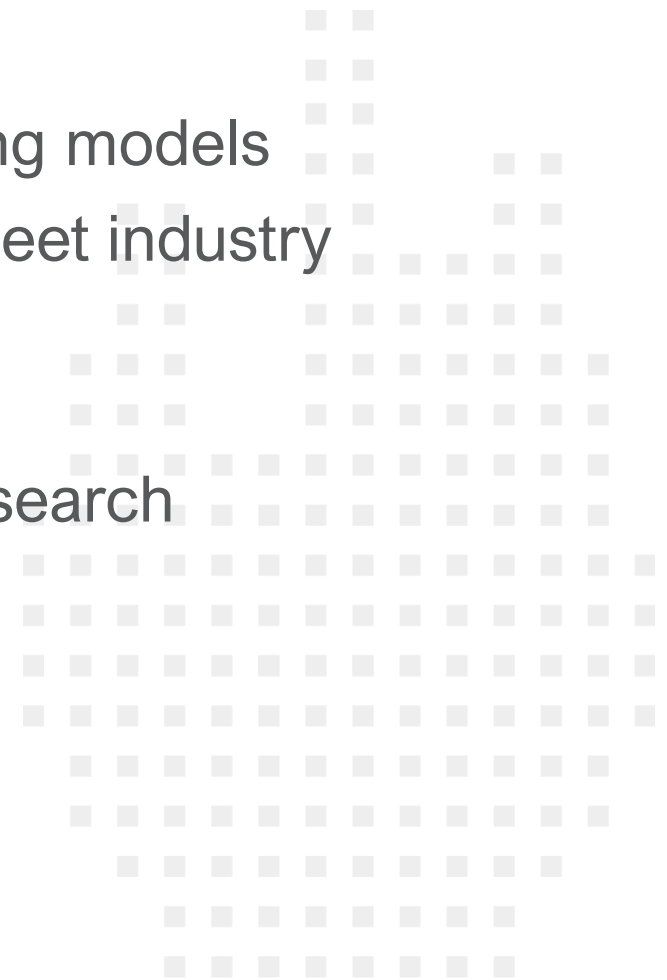




# Challenges

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- Catch up on capital projects and consider new funding models
- Explore flexible and modern degree programs that meet industry needs
- Maintain our growth plan with infrastructure support
- Provide institutional support to continue growth in research activities



# Questions?