

TENNESSEE

RISE GLORIOUS



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STATEMENT OF PURPOSE



“**Rise Glorious**” serves as the guide and strategic plan for Tennessee Athletics’ impending return to being the best college athletics department in the country. It outlines the road map for success over the next five years for all key Big Orange stakeholders. This bold plan aims to unify the University community, faculty, alumni and Vol Nation. Rise Glorious establishes the path forward for “**Leading the way in college sports.**”

RISE GLORIOUS

- Reveals Tennessee Athletics’ mission, vision and core values, collectively aimed at “**Leading the way in college sports**”
- Engages the Volunteer State, the university community and the city of Knoxville to align the vision and core values
- Defines goals and action steps that push Tennessee Athletics to strive for excellence in every pursuit
- Provides a management, planning and assessment tool for the President, Chancellor and Vice Chancellor/Director of Athletics
- Shapes Tennessee Athletics’ working environment to become the best championship culture in all of college sports for student-athletes, faculty, coaches and staff

Rise Glorious is a living document that adapts to the fast-paced environment of college sports. It is intended to focus on the modernization of the most iconic brand in all of college athletics. Tennessee can, should and will strive for excellence in everything. Rise Glorious focuses on boosting all aspects of competitive and academic success for Tennessee Athletics and encourages participation from the University campus as well as Vol Nation.

The spirit of a Volunteer lives throughout the document. For this strategic plan to succeed, every member of the University community, the Knoxville community and the state of Tennessee must commit to “giving their all” to restore the Power T. The collective contributions of everyone will transform Tennessee Athletics.

EXECUTIVE SUMMARY



In the summer of 2021, the Tennessee Athletics department, led by Vice Chancellor/Director of Athletics Dr. Daniel J. White, initiated the process to develop a strategic plan that would launch in 2022 and serve the department and Vol Nation until 2027.

Dr. White and Chief of Staff Marcus Hilliard quickly developed a Steering Committee of 12 members from a wide range of constituent groups to oversee the strategic planning process. The resulting Rise Glorious Strategic Plan outlines the road map for the next chapter of the great tradition of Tennessee Athletics. Rise Glorious serves as a guide for all staff, student-athletes, Vol Nation, faculty and constituents throughout the Volunteer State.

Rise Glorious began with a survey of a broad range of constituents. The input of those individuals helped guide the establishment of all priorities and goals. That survey led Dr. White and the steering committee to develop a committee of 10 staff and student-athletes to review the mission and vision statement for Tennessee Athletics. Once that review was complete, the committee established a new mission, vision and group of core values that provide a foundation for the overall strategic plan process.

Dr. White and the Mission, Vision, and Core Values Committee identified five areas that serve as the key focal points for the Strategic

Plan. Those five areas included: Student-Athlete Success, Resources, Brand Advancement and Messaging, Culture and Competitive Excellence.

Additional committees were appointed to develop specific goals, objectives and strategies for each of the five areas. Strategies included action steps, accountability, anticipated costs or investments, key measurements to track success and completion dates. The committees identified five key goal statements, 16 objectives and 42 strategies that are the foundation of success for the next five years of Tennessee Athletics. The strategic plan priorities provide an assessment tool for the Vice Chancellor/Director of Athletics to ensure success across the department and restore Tennessee to excellence.

STEERING COMMITTEE

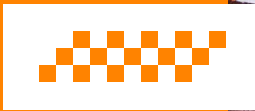
- RICK BARNES Head Men’s Basketball Coach
- CIERRA BURDICK Letterwinner
- CHRIS CIMINO Campus Vice Chancellor
- DR. FRANK CUEVAS Campus Vice Chancellor
- CHARLES DAVIS Letterwinner
- DR. JOHN HAAS Associate Professor, Communications
- KELLIE HARPER Head Women’s Basketball Coach
- JOSH HEUPEL Head Football Coach
- HANNAH JEFCOAT Student-Athlete/SAAC Co-Chair
- MATTHEW SCOGGINS Chief of Staff, Chancellor’s Office
- ORLANDO WALLS Black Alumni Council President
- DR. JOHN ZOMCHICK Provost

MISSION

To lead the way forward in all aspects of college sports.

VISION

Deliver an unparalleled student-athlete experience fueled by the relentless pursuit of comprehensive excellence; be bold and innovative in our approach to recruiting and developing well-rounded graduates, championship-driven competitors and world-changing leaders.





CORE VALUES

Vols Lead Through...

- Academic success
- Inclusive preeminence
- Honesty and integrity
- Competitive excellence
- Holistic health and well-being
- The power of Vol Nation

MISSION, VISION & VALUES COMMITTEE

ANGIE BOYD KECK Chair, Senior Associate Athletics Director/SWA

RYAN ALPERT Deputy Athletics Director/Chief Operating Officer

AVA BELL Student-Athlete

KIRBY CONNELL Student-Athlete

JIMMY DELANEY Associate Athletics Director Fan Experience & Sales

BRETT HUEBNER Senior Associate Athletics Director for Business Affairs & Administration/CFO

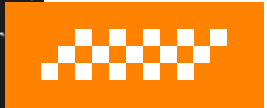
DR. MÓNICA M. LEBRÓN Deputy Athletics Director for Championship Resources

ALISON OJEDA Head Women's Tennis Coach

TOM SATKOWIAK Associate Athletics Director for Communications

TYVI SMALL Vice Chancellor for Diversity and Engagement

CAM WALKER Deputy Athletics Director for Competitive Excellence





PRIORITIES

STUDENT-ATHLETE SUCCESS

We will maximize the transformative power of the student-athlete experience by leveraging the impact of sport to holistically develop our student-athletes and empowering each of them to succeed in educational and competitive endeavors while preparing them for life beyond athletics.

CULTURE

We will attract goal-driven and intensely competitive teammates to strengthen our family oriented, innovative and fearless culture as Tennessee Athletics is a career destination.

RESOURCES

We will aggressively build our resource base to empower our coaches and student-athletes to compete at the highest levels by engaging all stakeholders and capitalizing on the passion and power of Vol Nation.

BRAND ADVANCEMENT & MESSAGING

We will strengthen meaningful connections to the athletics program and modernize the way we tell the Volunteer story nationally and globally through the Power of the T.

COMPETITIVE EXCELLENCE

We will cultivate a championship culture that propels Tennessee to compete for SEC and national championships.



STUDENT-ATHLETE SUCCESS



GOAL

We will maximize the transformative power of the student-athlete experience by leveraging the impact of sport to holistically develop our student-athletes and empowering each of them to succeed in educational and competitive endeavors while preparing them for life beyond athletics.



1

OBJECTIVE 1.1

Holistically develop each student-athlete, preparing them to thrive in an athletic department where everyone matters and belongs

STRATEGIES

Create an environment of inclusion throughout athletics that allows every student-athlete to be their authentic self

- Offer and encourage coaches and staff to complete STRIDE training
- Offer and encourage coaches and staff to complete safe space training
- Deliver continuous training to coaches and support staff to create an inspiring, inclusive, and high-performance environment surrounding the student-athlete experience

STUDENT-ATHLETE SUCCESS COMMITTEE

DR. MATT HARRIS Chair, Faculty Athletics Representative

CASI DAILEY Associate Director of Sports Medicine

KYLIE DUCKWORTH Student-Athlete Advisory Council

CATHERINE GREENE Director of Women's Basketball Operations

TYLER JOHNSON Senior Associate Athletics Director for Administration

ALLIE MAGRINO Director of Tennis Operations

JASON McVEIGH Associate Athletics Director for Sports Medicine

MEGAN RHODES SMITH Assistant Softball Coach

CAITLIN RYAN Assistant Director for Student-Athlete Development

DR. JOE SCOGIN Associate Provost & Senior Associate Athletics Director



2

OBJECTIVE 1.2

Honor the foundation of college sports by maximizing the educational journey of each student-athlete and creating championship-level performance expectations academically

STRATEGIES

Surround student-athletes with the support system necessary to reach their full academic potential

- Ensure sufficient academic counselor to sport/student ratio to ensure bandwidth for individualized approach
- Evaluate growth of the student-athlete population and the need for specialized academic support to ensure sufficient staff/student ratio in order to deliver an individualized approach
- Graduate every student-athlete that exhausts their eligibility at the University of Tennessee
- Educate coaches and staff on the performance benefits of student-athletes that feel supported and accepted
- Adapt a student-athlete survey to create baseline measures of acceptance and experience relative to expectations

Empower high academic performing student-athletes to reach their full academic potential

- Identify high-performing student-athletes early and cultivate them for university, conference and national honors and awards
- Graduate school/post-baccalaureate enrollment
- Create a graduate school degree completion program for student-athletes who begin their graduate studies while competing
- Recognize and celebrate student-athlete achievements outside of sport

Offer student-athletes an opportunity for an international experience during their four-year career

- Support international travel and competition opportunities, including studying abroad, VOLeaders Academy and foreign training trips or competitions
- Explore a sport for development course associated with each foreign tour opportunity

Create a campus culture where faculty are engaged with the student-athlete experience

- Deliver at least one “Faculty Visit” experience within each sport program annually
- Create opportunities for faculty to visit the Thornton Center in order to better understand the student-athlete experience
- Invite faculty to the “Welcome Back BBQ” at the start of the Fall semester



3 OBJECTIVE 1.3

Maximize student-athlete performance through championship-level coaching, physical development, injury prevention, rehabilitation, recovery, mental health support and use of cutting-edge technology

STRATEGIES

Deliver the best medical and sport performance support in the country

- Deliver an individualized approach to health care, wellness and sport development for student-athletes
- Ensure medical and sports performance staffs remain at the frontier of knowledge
- Provide state-of-the-art facilities, equipment and mental health and wellness support to student-athletes via our sports medicine, sports performance and sports nutrition staffs

Ensure that all health-related decisions are made solely in the best interest of each individual student-athlete, considering both the short-term and long-term impacts to their physical and mental health as well as their athletic career

- Build expectation of medical independence in the hiring and reporting structure of sports medicine and sports nutrition staff members
- Ensure a performance evaluation process defined to protect medical independence in the sports medicine and sports nutrition departments

Ensure student-athletes have access, support and encouragement to utilize mental health services

- Build trust and connect with student-athletes who are reluctant to utilize mental health resources
- Deliver timely, individualized care and support to all student-athletes

Implement sports science initiatives that consistently evaluate and maximize student-athlete performance

- Develop a Sports Science Department
- Continuously educate student-athletes regarding potential benefits of participating in sports science initiatives to enhance their efforts to achieve their personal, educational and sports performance goals



4

OBJECTIVE 1.4

Prepare student-athletes for life beyond sport

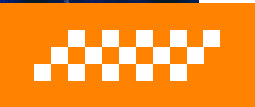
STRATEGIES

Deliver programming in the areas of professional preparedness, leadership development, community engagement and personal enhancement

- Evaluate staff to sport/student ratio to ensure student-athlete development staff can deliver individualized approach
- Implement and enhance robust programming to ensure our student-athletes are prepared for life after sport

Create a department-wide commitment to support student-athlete engagement in the four-year student-athlete development plan

- Educate coaches, staff and student-athletes on the value added to the student-athlete experience through the components of the four-year plan
- Require student-athlete participation and completion of four-year plan components
- Provide options for sport-specific delivery of programming



Deliver a four-year professional preparedness plan for each student-athlete to support a successful transition after their athletic career is complete

- Require student-athletes to participate in the development and execution of their individualized professional development plan
- Provide an opportunity for student-athletes to participate in at least one internship or professional development experience during their four-year career
- Develop and facilitate corporate partnerships that strengthen professional networks and enhance student-athletes' hiring potential

Infuse the value of servant leadership by instilling The Torchbearer's Creed in the student-athlete experience

- Provide meaningful community engagement opportunities throughout the state of Tennessee
- Increase longitudinal service opportunities
- Deliver a leadership curriculum that empowers student-athletes to be lifelong leaders
- Extend the VOLeaders Academy experience beyond the traditional first-year program
- Instill the importance of paying it forward as an alum into the student-athlete experience

Develop increasingly self-aware student-athletes through personal enhancement programming

- Facilitate opportunities for student-athletes to explore the intersections of their identity inside and outside of sport
- Increase the financial literacy of student-athletes through targeted programming
- Educate student-athletes on the opportunities afforded through name, image and likeness (NIL) partnerships

CULTURE

GOAL

We will attract goal-driven and intensely competitive teammates to strengthen our family oriented, innovative and fearless culture as Tennessee Athletics is a career destination.



OBJECTIVE 1.1

Create and sustain a welcoming, supportive and inclusive environment

STRATEGIES

Create synergy and empower leaders through respect and inclusion

- Develop and implement an “Inclusive Engagement Plan;” select a committee to oversee the build out and implementation
- Administer “Vol Assessment,” a growth interview to better understand and create a plan for each staff member’s personal and professional goals

Foster a staff and student-athlete environment that embraces our athletic department, university and statewide communities

- Enhance and adhere to the department’s Inclusion Diversity Equity Action (IDEA) Plan
- Develop and implement a community outreach program for staff to give back to the community that embraces us
- Develop and implement a community outreach program for student-athletes
- Define a comprehensive mentorship program (*staff mentoring student-athletes*)
- Encourage department staff to serve on campus and community committees/councils

CULTURE COMMITTEE

RYAN ALPERT Chair, Deputy Athletics Director/Chief Operating Officer

JONATHAN BOWLING Senior Associate Athletics Director for Compliance

ASHLEY JAHN Assistant Swimming Coach

KATHERYN JONES Director of Name, Image and Likeness

MEGAN KAIN Assistant Athletics Director for Development, Annual Fund

MATT KOMMER Associate Athletics Director for Development, Major Gifts

TAREN MOORE Assistant Athletics Director for #Culture

CLAIRE STAUBER Assistant Director of Compliance

AMY STERK Assistant Athletics Director for Executive Operations

MARSHALL STEWARD Assistant Provost & Associate Athletics Director for Academic Services

JESS WILDFIRE Executive Director for Student-Athlete Development

CHAD ZURCHER Director of Baseball Operations



2 OBJECTIVE 1.2

Aggressively invest resources into the growth and development of our team

STRATEGIES

Retain our top talent, recruit competitive and driven new talent, invest in our team and establish a dynamic talent acquisition program

- Implement leadership retreats for administration and coaching staffs focused on personal and professional development
- Develop and implement a young professionals mentoring program to facilitate the development and retention of talented staff
- Research and annually monitor peer compensation to implement best practices in an effort to retain top talent
- Encourage staff to attend and join national leadership committees for the purpose of personal growth and professional representation of Tennessee Athletics on a national level
- Create a “Be a VOL” recruitment packet to be distributed during the recruitment process for potential staff members

3 OBJECTIVE 1.3

Actively engage, embrace and communicate with all constituents across Tennessee Athletics

STRATEGIES

Embrace open communication that enhances connectivity for our staff and student-athletes

- Utilize communication to drive culture
- Centralize a communication strategy that engages student-athletes, coaches and staff
- Develop an annual staff engagement programming calendar (*concept-specific, not date-specific*)

RESOURCES

GOAL

We will aggressively build our resource base to empower our coaches and student-athletes to compete at the highest levels by engaging all stakeholders and capitalizing on the passion and power of Vol Nation.



OBJECTIVE 1.1

Set, grow, optimize and utilize our financial resources to compete for championships

STRATEGIES

We will aggressively pursue the following benchmarks and achieve each designated annual goal

- Grow the unrestricted annual fund through premium seating, ticket and parking sales year-over-year

UNRESTRICTED ANNUAL FUND	2022-23	2023-24	2024-25	2025-26	2026-27
	\$34M	\$36M	\$38M	\$39M	\$40M

- Steadily increase membership in the Shareholders Society—a philanthropic giving platform that allows fans to donate above and beyond donations tied to seating and parking

SHAREHOLDERS SOCIETY	2022-23	2023-24	2024-25	2025-26	2026-27
	\$25M	\$27M	\$29M	\$31M	\$33M

- Implement and commit to a more simplified and equitable ticket-purchasing process beginning with the 2022 season and develop a modernized sales strategy to engage Vol Nation year-round

ACHIEVE DESIGNATED SEASON-TICKET GOALS* IN:	2022-23	2023-24	2024-25	2025-26	2026-27
FOOTBALL	56K	61K	68K	69K	70K
MEN'S BASKETBALL	12.5K	13K	13.5K	14K	14.5K
WOMEN'S BASKETBALL	5.5K	6.5K	7K	7.5K	8K

*WITH BASEBALL AND SOFTBALL BOTH AT CONSISTENTLY SOLD-OUT CAPACITIES, SET THE GOAL TO RENEW AT A 92% RATE

- Evaluate and strategically optimize longstanding sponsorships while deliberately exploring new categories and opportunities

CONTINUOUSLY INCREASE SPONSORSHIP GOAL	2022-23	2023-24	2024-25	2025-26	2026-27
	\$18M	\$19M	\$20M	\$21M	\$23M

WITH AN 85% ANNUAL RENEWAL RATE



OBJECTIVE 1.1 continued

Provide Tennessee Athletics the resources required to attain its goal of leading the way in college sports

- Intentionally grow the annual operating budget as part of a relentless commitment to resource all Tennessee Athletics programs and departments at an elite, championship level

GROW ATHLETICS OPERATING BUDGET	2022-23	2023-24	2024-25	2025-26	2026-27
	\$170M	\$180M	\$190M	\$200M	\$200M+

OBJECTIVE 1.2

Boldly commit to enhancing facilities and infrastructure to remain at the forefront of college sports

STRATEGIES

Develop a comprehensive Master Plan to provide state-of-the-art facilities for all 20 sports

- Thoroughly assess current facilities and develop a timeline for updates, enhancements and maintenance
- Engage coaches and student-athletes to evaluate needs for optimal student-athlete development
- Conduct fan surveys and focused efforts to gain feedback and understand how to improve the fan experience most effectively across all sports

Execute transformational facility upgrades focused on student-athlete success and an engaging fan experience

- Deliver best-in-practice amenity upgrades
- Implement robust Wi-Fi upgrades at Neyland Stadium and all athletic venues while committing to continuous technology evaluation and enhancement

RESOURCES COMMITTEE

- | | | |
|--------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------|
| DR. MÓNICA M. LEBRÓN Chair, Deputy AD for Championship Resources | BRETT HUEBNER Senior Associate Athletics Director for Business Affairs/CFO | ANDREW WARSAW Director of Football Operations |
| BRAD BRIGGS Assistant Athletics Director for Business and Finance | TAYLOE LOCKE Director of Compliance | MITCH WHITE Associate Athletics Director for Development, Annual Fund |
| DAVID ELLIOTT Associate Athletics Director for Event Management | KEITH MARSHALL Associate Director for Ticket Operations | |
| BILL HOUSTON Senior Associate Athletics Director for Revenue Generation & Strategic Initiatives | BRIAN PENSKY Head Soccer Coach | |
| | LORA ROBINSON Accounting Specialist | |

BRAND ADVANCEMENT & MESSAGING

GOAL

We will strengthen meaningful connections to the athletics program and modernize the way we tell the Volunteer story nationally and globally through the Power of the T.



OBJECTIVE 1.1

Create a cohesive, bold visual identity and a clear messaging strategy

STRATEGIES

Create, implement and monitor brand standards and guidelines across Tennessee Athletics

- Define consistent visual identities for the Lady Vols and Vols
- Develop and enforce guardrails for all creative work in order to uphold the integrity of the brand
- Streamline consistent usage of logos and all official marks to build trust and growth for all of Tennessee Athletics

Create cohesion between the Lady Vols and Vols, both internally and externally

- Build brand standards to create connection between the Lady Vols and Vols brands, then implement and monitor these standards
- Establish a messaging campaign that unifies the two brands; determine how and when we use each individual brand; develop how we move forward in growing both brands into the most successful college sports brands in the country

BRAND ADVANCEMENT COMMITTEE

ALICIA LONGWORTH Chair, Senior Associate Athletics Director of External Operations

JORDAN BEARDEN Event Management Director

KASEY FUNDERBURG Host & Digital Media Producer

MARSHALL GOLDMAN Aquatics Director

STEVE HAMER Director of Letter Winner Relations

KELLEN HISER Assistant Athletics Director for Digital & Creative Strategy

BILL MARTIN Assistant Athletics Director for Football Communications

TODD McMINN Director of Olympic Equipment & Apparel

THOMAS MOATS Assistant Athletics Director for Information Technology

EVE RACKHAM WATT Head Volleyball Coach

JESS ROSEBERRY Director of Fan Experience

OBJECTIVE 1.2

Connect and engage with a new generation to grow the brand, while embracing the rich tradition of Tennessee



STRATEGIES

Connect with the East Tennessee community to build brand affinity in a younger demographic, encourage attendance, promote a family-friendly atmosphere and cultivate a new generation of season-ticket holders and donors

- Connect with East Tennessee youth—specifically Knox County Schools; host on-campus events for youth organizations; unify student-athlete community engagement efforts within the external team; evaluate family and child pricing for various home events
- Collaborate with Visit Knoxville to unlock new methods for incorporating the city into staff and student-athlete recruitment (*such as welcome packets highlighting Knoxville, Tennessee Athletics and other key information*)
- Incorporate photos and graphics of the city, Great Smoky Mountains National Park and local iconic landmarks into overall brand initiatives
- Develop efforts to promote Knoxville as “America’s College Sports City”

Establish an annual presence throughout the state of Tennessee to build brand affinity, bolster in-state recruiting efforts, increase attendance and unlock potential revenues from donors, ticket sales and sponsorships

- Reestablish the Big Orange Caravan, a speaking and community engagement tour across the state of Tennessee and key regional markets, while also engaging in other events and branding initiatives in strategic markets
- Play games and host events in key markets throughout The Volunteer state
- Strengthen the department’s statewide media presence to build brand affinity while simultaneously unlocking sponsorship opportunities to grow revenue

Constantly evaluate the delivery of compelling social, digital, marketing and recruiting content strategies that engage and connect with younger generations while always embracing Tennessee’s proud championship tradition

- Evaluate and deliver content within established brand guidelines that connects with younger generations
- Maintain a robust Tennessee Athletics multimedia archive, including first-class photo and video content, to help tell the department’s compelling stories
- Evaluate platforms and usage rates to effectively drive content; adapt content to what the data conveys as engaging and meaningful to the fanbase; create strategic plans specific to each social media platform

Create the most unique and entertaining in-venue experience across all of college sports

- Year over year, evaluate the in-venue experience for each sport; adapt those experiences to attract younger generations and deliver unique experiences fans can only participate in through in-person attendance

Equip all broadcasting opportunities (*ESPN, SEC Network, Vol Network, etc.*) to showcase Tennessee Athletics in positive ways that drive revenue growth and evoke pride within the fanbase

- Deliver Tennessee Athletic events globally to engage new generations of fans, recruits, donors and season-ticket holders



3

OBJECTIVE 1.3

Empower, educate and unify athletic department staff and the Tennessee community on all brand and messaging standards

STRATEGIES

Reestablish the Uniform Committee to uphold brand standards and educate teams and staff

- Committee to meet, discuss and uphold the brand guidelines on team uniforms and gear
- Committee will identify problematic requests and begin to streamline all communication
- Brand standards will be enforced across all sports for alternative uniform use
- Establish sport-specific uniform postseason competition guidelines

Create, implement and monitor messaging guide for on-boarding and continued education for all staff

- All-encompassing message plan for new staff, key influencer training and education for all staff on how to uphold brand standards

Create, implement and monitor messaging guide for new student-athletes and continued education for all current student-athletes on the Tennessee brand

- All-encompassing message plan for new and returning student-athletes
- NIL education for all on how to uphold brand standards; education of student-athletes on brand building and personal standards

Create a gameday staff training guide and implement industry best practices at all home events

- Evaluate Disney Institute training and other avenues to educate and empower athletic department staff
- Use training to develop and implement a Tennessee Athletics plan on how we will educate gameday and part-time staff

COMPETITIVE EXCELLENCE

GOAL

We will cultivate a championship culture that propels Tennessee to compete for SEC and national championships.



OBJECTIVE 1.1

Earn the top Learfield Directors' Cup finish in the SEC and consistently win SEC and national championships across all sports

STRATEGIES

Tennessee will capture the top Learfield Directors' Cup finish among SEC schools and finish in the top 15 in three out of every five years while consistently winning SEC and national championships across all sports

- Evaluate all sports' operating budgets to ensure they are competitive within the conference and create a plan to increase budgets until they achieve competitiveness
- Recruit and retain the best talent in the country by conducting recruiting budget reviews
- Create a scheduling plan for each sport to give each of our teams the best opportunity to compete for NCAA championships
- Perform an annual salary review to ensure that all coaching staffs are within the top third of the SEC in compensation if they are meeting or exceeding goal expectations

COMPETITIVE EXCELLENCE COMMITTEE

CAM WALKER Chair, Deputy Athletics Director for Competitive Excellence

GREG ADAMSON Associate Director of Olympic Sports Performance

BETH ALFORD-SULLIVAN Director of Track & Field/Cross Country

BRAD BRIGGS Assistant Athletics Director for Business and Finance

TARA BROOKS Associate Athletics Director for Administration

HEATHER ERVIN Director of Player Relations and Administration

BRADY HART Senior Associate Athletics Director for Development

MATT HOLLIFIELD Assistant Director of Athletic Facilities

LINDSAY TAYLOR Director of Soccer Operations

KEVIN ZURCHER Associate Athletics Director for Facilities and Capital Projects



2 OBJECTIVE 1.2

Consistently win national championships

STRATEGIES

Tennessee will win a national championship in at least one sport every four years; and each sport will achieve at least one national top-16 finish every four years

- Each sport will create an “NCAA Championship Plan” detailing a clear path to competitive excellence
- Establish a committee to determine a plan to promote and celebrate national championships in a more impactful way and ensure consistency across sports

3 OBJECTIVE 1.3

Consistently win conference championships and finish in the top third of the conference standings annually *(all sports)*

STRATEGIES

Each sport will win a conference championship at least once every five years; Tennessee Athletics aims to capture five conference championships in one academic year while averaging at least three conference championships per year over the next five years

- Each sport will create an “SEC Championship Plan” detailing a clear path to competitive excellence
- Establish a committee to determine a plan to promote and celebrate conference championships in a more impactful way and ensure consistency across sports
- Promote current SEC All-Sports standings after each sports season *(Fall, Winter, Spring)*

ACTION-STEP MATRIX



All of the strategies and goals outlined within the Rise Glorious Strategic Plan will be implemented through a detailed action-step matrix. The matrix defines staff accountability, key measurements, resource requirements and the timeframe for completion of Rise Glorious. Tennessee Athletics will use the action-step matrix to track progress and overall success.

THE FINAL REPORT

Tennessee Athletics' Rise Glorious Strategic Plan for 2022-27 was completed in May 2022.

EPILOGUE

Rise Glorious guides Tennessee to lead the way forward in all aspects of college sports. The work of each of the key stakeholders, staff, student-athletes and every individual who reviewed, assessed, contributed and created the plan highlights the deep level of commitment and value of the process—a process inclusive of a broad range of demographics throughout Vol Nation, creating an enhanced level of ownership for all involved. Rise Glorious pushes for excellence in all areas, continuous improvement and constant collaboration.

The mission, vision and values serve as roadmaps to **“Leading the way in college sports.”** In short order, everyone within the University community and Vol Nation will begin to see the distinct culture created on Rocky Top.

Rise Glorious is a living document that adapts to the fast-paced environment of college sports. Its focus on the modernization of one of the most iconic brands in all of college sports will remain constant, but the plan to achieve that goal will evolve as conditions change. Tennessee can, should and will strive for excellence in everything, and that commitment is unwavering.

MISSION & PURPOSE

Tennessee boldly aims to lead the way forward in all aspects of college sports. Tennessee strives to deliver an unparalleled student-athlete experience fueled by the relentless pursuit of comprehensive excellence. We will be bold and innovative in our approach to recruiting and developing well-rounded graduates, championship-driven competitors and world-changing leaders.

CORE VALUES

Academic success; inclusive preeminence; honesty and integrity; competitive excellence; holistic health and well-being; the power of Vol Nation.

DISTINGUISHING FEATURES

The city of Knoxville, membership in the nation's most powerful athletic conference, the uniqueness of Pantone 151 and a century of championship tradition distinguish Tennessee Athletics as one of the most globally recognized brands in intercollegiate athletics. The size, strength and passion of Vol Nation is unmatched, and the alignment of UT's system, campus and athletics leadership creates pathways to success for Tennessee student-athletes, coaches and staff.

OPPORTUNITIES

The introduction of a new modernized ticket-pricing and donation structure projects to increase revenues across multiple sports. Additionally, the newly-formed Shareholders Society within the Tennessee Fund further boosts philanthropic giving. New additions to the Tennessee Athletics executive leadership staff and structure also bring an enhanced focus on corporate sponsorships.



TENNESSEE ATHLETICS

