



EVERYWHERE  
YOU LOOK, **UT.**

KENT  
DRUG

# 2024 OBJECTIVES





### **Launch Strategic Enrollment Plan and Identify Opportunities for Increased Coordination**

With the support of a nationally recognized firm and active participation from each campus, develop a multi-year, systemwide strategic enrollment plan along with the necessary infrastructure for long-term, coordinated action. The System’s plan will guide subsequent campus enrollment plans that will dovetail with the System’s vision and goals. Collectively, these efforts will provide a roadmap for sustainable enrollment growth and increases in student success outcomes.

**ENHANCING  
EDUCATIONAL  
EXCELLENCE**

### **Launch National Common Application at all Undergraduate Campuses**

The University’s campuses (Chattanooga, Southern and Martin) will join UT Knoxville in adopting the National Common Application by August 2024, which will make it easier for students in Tennessee and beyond to apply to any UT campus.

### **Increase UT’s Educational Footprint while Enhancing Student Outcomes**

Grow total enrollment by 2,274 students systemwide—increasing total enrollment from 58,726 to a record 61,000 students; increase fall-to-fall retention of first-year undergraduate students from 85.1% to 85.6% systemwide

### **Support Record Growth while Enhancing the UT Promise Experience**

The program’s recent income threshold enhancements and minimum award enhancements have delivered record application numbers. Support this growth by increasing fall-to-spring retention of new UT Promise recipients by 20%, increasing year-to-year persistence of current recipients by 15%, and increasing mentor retention by 25% through improved communication and support.



**ENHANCING  
EDUCATIONAL  
EXCELLENCE**

**Build the Foundation for the Future Common Student Information System**

The Huron Consulting Group will lead the UT System’s prep and planning work for a new student information system starting in early 2024. This will include creating a common set of data definitions and identifying UT-specific requirements. Additionally, Huron will socialize the Oracle Financial Aid Model with the financial aid community so they can experience the product before implementation. The UT System will also begin its engagement with Oracle’s Early Adopter Program in 2024 to shape the direction of the Oracle student product.

**Establish Systemwide Mental Health and Wellness Priorities**

In February, the University will welcome its inaugural chief wellness officer as part of an ongoing effort to enhance mental health and wellness systemwide. In this first year, dedicated time will be spent on each campus with key stakeholders to develop a set of priorities and an associated action plan to guide this work into the future.

**Solidify the Tennessee Grow Your Own (GYO) Center as a National Leader in Educator Pipeline and Apprenticeship Education**

Facilitate 600 teacher apprenticeship opportunities annually; increase access to GYO teacher apprenticeship programs from 60% to 90% statewide; equip educator preparation programs to employ at least one of seven cost-reduction strategies to improve the sustainability of GYO teacher apprenticeships; ensure 90 of Tennessee’s 109 rural school districts offer at least one teacher apprenticeship opportunity annually.



**ENHANCING  
EDUCATIONAL  
EXCELLENCE**

**Launch Systemwide Training for Department Heads and Chairs**

Building on 2023 campus feedback and participation, the UT System will continue to develop resources and deliver department head and chair training in several key areas, including annual evaluations, promotion, tenure and free speech; budget management; roles and responsibilities; and mental health and wellbeing. In 2024, the system will lead a two-day convening in Nashville in the Spring semester and on-campus engagements during the Fall semester, as well as the release of six online training video modules for the calendar year.

**Implement Recommendations to Standardize the UT System’s Undergraduate Academic Calendars**

Based on the 2023 systemwide planning committee recommendations, develop a timeline and associated action items/ scaffolding for a common systemwide undergraduate academic calendar by fall 2026. When fully implemented, these changes will better align business processes, data collection and reporting methods across our campuses while also improving the campus transfer experience and enhancing the ability of students and faculty to take and teach courses online systemwide.

**Execute a New Vision for Access and Engagement Across the UT System**

Work with campus leaders to ensure access and engagement efforts are measurable, focused on broad access and engagement for all, student-centered and in compliance with relevant state and federal laws.



**EXPANDING  
RESEARCH  
CAPABILITIES**

**Create a \$30 Million Angel Network Fund**

The UT Research Foundation (UTRF) will work with the UT Foundation and campus development leadership to develop a process blueprint for a UT Angel Network that facilitates connections between startup companies and prospective investors to foster a pervasive entrepreneurial culture across the state.

**Launch an Entrepreneurial Fellow's Program**

UTRF will work with the campuses to launch an entrepreneurial fellow's program and close a minimum of two investments in 2024.

**Implement First Wave of Critical Modules in DASH Research**

The DASH Research program is implementing the Huron Research Suite (HRS) of tools for more modern, scalable, cloud-based solutions for managing the business of research. In 2024, the program will finish implementing the Employee Compensation Compliance (ECC) and Conflict of Interest (COI) modules and will start the implementation of the Grants and Agreements and Institutional Review Board modules.

**Complete AgResearch Infrastructure Modernization Plan**

UTIA will complete implementation of modernization plan for the 10 AgResearch Centers.



**FOSTERING  
OUTREACH AND  
ENGAGEMENT**

**Stimulate Collaboration and Facilitate New Connections  
Around Grand Challenges**

In alignment with Pillar Three of the UT System strategic plan, the university will launch Grand Challenge Collaboration Grants, a series of grants totaling \$5 million, to stimulate collaboration, drive innovation and facilitate the development of sustainable solutions around UT’s Grand Challenges (i.e., Advancing K-12 Education, Strengthening Rural Communities and Overcoming Addiction). The UT System also will convene leaders, faculty, staff and students from across the campuses and institutes to create networking and knowledge-sharing opportunities and sustain momentum from the grants.

**Enhance Statewide Workforce Development and  
Economic Impact**

The Institute for Public Service’s Center for Industrial Services (CIS) will assist businesses in achieving a customer-reported economic impact of \$2.5 billion. CIS will accomplish its goal of training and assisting economic developers in all 95 counties. CIS will provide economic and workforce development training to 300 economic developers.

**Develop the National Academy for Leadership in  
Law Enforcement**

This program will be a sister program of the Law Enforcement Innovation Center’s National Forensic Academy (NFA). The goal is to have a three-week elite training program for law enforcement executives. The initial delivery will be in summer 2024, with a future goal of year-round deliveries similar to the NFA.



**FOSTERING  
OUTREACH AND  
ENGAGEMENT**

**Develop a Strategic Plan to Align with UT’s Goal of Fostering Outreach and Engagement**

The Municipal Technical Advisory Service will develop its new strategic plan focusing on intentional outreach; best-in-class, customer-focused education; and technical assistance for Tennessee’s 345 cities.

**Increase Educational Pathways for Lifelong Learning to Help Tennessee Communities Thrive**

UT Extension will expand educational opportunities to reach more Tennesseans in the areas of agriculture, natural resources, health, nutrition, and other areas important to our communities. Specifically for youth, we will continue developing UT Extension’s 4-H for Credit, 4-H Next Chapter, k-12 classroom education, clubs, camps, and STEM programs to foster increased workforce skills, leadership development, career readiness, and access to higher education.



**ENSURING WORKFORCE  
AND ADMINISTRATIVE  
EXCELLENCE**

**Complete Implementation of the Oracle ERP (DASH) System and Go Live**

Implementing an ERP system may be one of the most significant investments of time, money and resources an organization can undertake. It is often a once-in-a-generation activity. A typical ERP implementation plan can be divided into six phases, each with specific objectives, involving hundreds of individuals and thousands of hours and tasks. The UT System has completed the first three phases and, by July 1, 2024, will go live with all critical modules of the DASH Enterprise Resource Planning (finance) and Human Capital Management cloud-based operating system. All UT employees will be trained in DASH and ongoing support will be provided.

**Advance Measures that Improve UT Efficiency and Effectiveness**

Work with government partners to streamline or eliminate processes that are barriers to higher education innovation and efficiency, especially for academic program approval and capital project delivery. Continue advocacy and administrative efforts facilitating greater innovation in capital projects (i.e., public-private partnerships) and real estate transactions.

**Establish and Implement a Systemwide Privacy Program**

The Office of the General Counsel and the Office of Audit and Compliance will collaborate with campus partners to create comprehensive policies on topics such as HIPAA, FERPA, GDPR and other data privacy issues to ensure compliance with applicable laws and consistent application of best practices. This program will also address appropriate standards for data retention and destruction. The offices will develop and provide training for University employees working with information subject to the privacy program.





**ENSURING WORKFORCE  
AND ADMINISTRATIVE  
EXCELLENCE**

**Evaluate and Propose Updates to Key Board of Trustees Policies**

The Office of the Board Secretary and the Office of the General Counsel will review and propose updates to key Board policies for consideration and approval by trustees for approval. These policies will include the Statement of Policy on Patents, Copyrights and Other Intellectual Property; the Policy on Oversight of Intercollegiate Athletics; the Policy on Related Foundations; and Policy on Settlement of Claims and Litigation.

**Ensure UT’s Ability to Recruit and Retain Highly Qualified Faculty and Staff**

The UT System will participate in at least three salary surveys to keep its access to external compensation survey data updated and relevant. It will complete a compensation analysis of critical job families and conduct an updated compensation market study to maintain competitiveness.

**Create a Unified Information Security Operations Center and Strengthen IT Security Systemwide.**

Leverage our investment in Microsoft and our strategic partnership with Dell to create an information security operations center for the entire UT system managed by Dell using Microsoft’s tools. We will also build a new Identity and Access Management System to replace a homegrown identity and access management system that is over two decades old.

Identity and Access Management (IAM) is a framework used in business processes that facilitates the management of electronic or digital identities. This effort will also construct a Unified Analytics Platform by Leveraging Common Architectures and Technologies. We will enhance our analytics capabilities by standardizing on architectures and technology from Microsoft, thus maximizing our investments in these tools and standardizing training and knowledge sharing among the institutions. Additionally, creating a standard model for data architecture is needed for enhanced reporting from DASH, DASH Research, as well as the upcoming SIS.



**ENSURING WORKFORCE  
AND ADMINISTRATIVE  
EXCELLENCE**

**Expand Employee Development Programs and Enhance Employee Evaluation**

To support a well-trained workforce, the UT System will align leadership development to include the reimagined Leadership Institute (LI) and fully align the LI and Executive Leadership Institute programs. It also will expand the development of a leadership learning program for middle managers. To enhance employee evaluation, it will implement a new annual performance evaluation instrument and process for use in 2025.

**Develop a Roadmap for Each of the Six Winning 2023 Innovation Challenge Initiatives**

Working groups for each initiative will create a roadmap to pursue the implementation of each of the six winning ideas.

**Streamline Procurement and Contracting Systemwide**

UT System is working with each campus and institute to consolidate end-user/departmental data entry for contracts and requisitions. Currently, hundreds of end users across the UT System enter fewer than five contracts or requisitions per year, creating consequences such as unnecessary entries, duplicate entries and errors. The goal is to have this change in place by May 1, 2024, to make the DASH implementation as smooth as possible.

**Implement Phase Two of Strategic Sourcing**

Identify spending patterns and opportunities for category overlaps to pinpoint areas of high negotiation potential. Strategic sourcing managers will leverage these outcomes to prioritize their efforts and craft targeted sourcing strategies. Continue to align contract and procurement processes toward best practices across the university.



**ENSURING WORKFORCE  
AND ADMINISTRATIVE  
EXCELLENCE**

**Fully Align Banking Operations with DASH Guiding Principles**

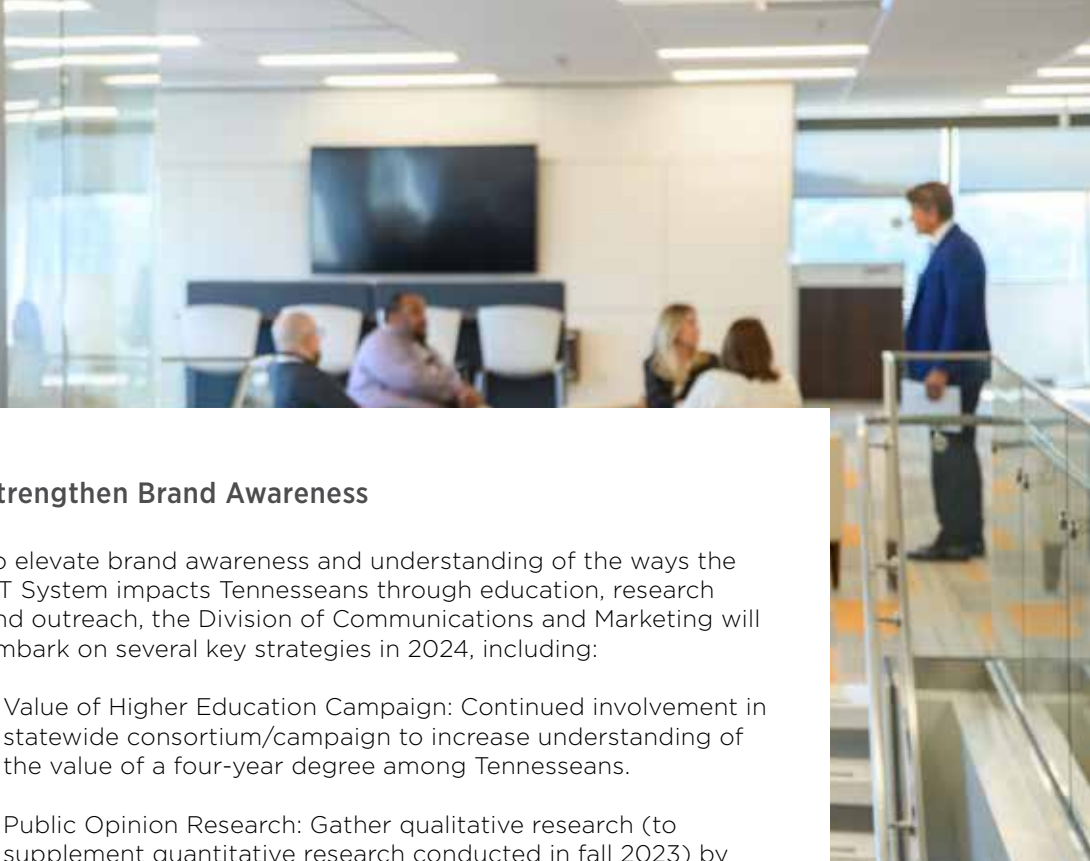
This project will reduce financial risk by enabling the University to implement business process improvements and utilize current technologies more efficiently. It will reduce time spent on University-wide bank reconciliation and accounting related to the application of cash transactions. It will improve internal controls and reduce workload across the System.

**Deepen Financial Modeling Capabilities**

The UT System will extend 12-month cash flow forecasting to multi-year forecasting through industry-leading techniques to create greater insight into long-range financial risks and improve strategic decision-making.

**Develop a Comprehensive Strategy to Meet the Demand for Student Housing at Each Campus**

UT System Capital Projects will work with each campus to develop strategies for new student housing and renovations to meet the growing demand while maintaining affordability.



## ADVOCATING FOR UT

### Strengthen Brand Awareness

To elevate brand awareness and understanding of the ways the UT System impacts Tennesseans through education, research and outreach, the Division of Communications and Marketing will embark on several key strategies in 2024, including:

- Value of Higher Education Campaign: Continued involvement in statewide consortium/campaign to increase understanding of the value of a four-year degree among Tennesseans.
- Public Opinion Research: Gather qualitative research (to supplement quantitative research conducted in fall 2023) by conducting focus groups in winter 2024 to deepen understanding of public and alumni sentiment regarding uniqueness, affordability and campus attributes.
- Integrated Marketing Strategy: Research findings will fuel the creation of a comprehensive marketing strategy and plan designed to increase brand awareness, emphasizing access and affordability.
- Everywhere You Look, UT Campaign: Continued focus on adding murals in 15 new counties in 2024. Expanded campaign scope to include an angle that promotes UT's accessibility, availability and unique characteristics to optimize enrollment at all UT campuses. The campaign will demonstrate the unique characteristics of each UT campus and encourage prospective students to explore all of UT's campuses. It will target various audiences, including high school students, parents, guidance counselors and teachers, and business and community leaders.
- UT Alumni Ambassadors: Intensified focus on informing and engaging UT alumni to serve as brand ambassadors.
- Website Evolution: Reimagine and transform Tennessee.edu to better serve the needs of target users and utilize the site as a tool for achieving the business goals of the organization.



## ADVOCATING FOR UT

### **Support UT Foundation Efforts Toward the Greatest Fundraising Decade in History**

Work with development and alumni staff across the System on key donor solicitations and events as the foundation seeks to establish a record year of \$400 million in private support from 86,750 donors. This will also serve as another building block toward the goal of generating \$3 billion in private support by the close of 2029.

### **Advance UT Top Capital Priorities**

Though a challenging state budget year, successfully advance the University's top three capital priorities: the UTC Business Building, UTK Chemistry Building and UTHSC Gross Anatomy Lab. This will likely require more creative approaches to capital and significant grassroots advocacy from UT alumni and friends.

### **Establish Recurring Support for UT's Nonformula Units**

With no funding formula of their own, continue working with the state to avoid large episodic needs for increases and advance a more stable approach to sustained funding.

### **Develop or Renew Five Key Partnerships with State and Federal Agencies to Solve Grand Challenges Facing Tennessee and the Nation**

From advancing additional funds for the Transportation Network Growth and Opportunity (TNGO) initiative to extending partnerships such as Grow Your Own and developing new federal partnerships, the government relations office will continue to support this important effort, aligning UT with state and national needs.