THE NAPA GROUP
Strategy, Leadership & Organizational Consulting

University of Tennessee Listening Sessions Report

Prepared for UT's University-wide Administration Strategic Planning Project

DECEMBER 5, 2011

University of Tennessee Listening Sessions Report

I. Project Summary

In September-December 2011, The Napa Group team conducted "listening sessions" with more than 200 members of the University of Tennessee's System administration, campuses and institutes, Board of Trustees, alumni and members of the greater UT community. The Napa Group visited the four campuses (University of Tennessee-Chattanooga, University of Tennessee Health Science Center in Memphis, University of Tennessee-Knoxville and University of Tennessee-Martin) and the Institute of Agriculture (Knoxville) to interview administrators, faculty, staff, students, Trustees and community members and conducted other interviews by teleconference, with members of the System administration, Institute of Public Service, Government Relations staff, System-wide Communication leadership, the UT Research Foundation administration and other research leadership in the System and at the Oak Ridge National Laboratory. The Napa Group would like to acknowledge the good will and spirit of the participants and thank everyone who worked so diligently to schedule these sessions and to all who shared their perspectives and comments.

While questions were customized to each group, the broad areas of focus were:

(1) Expectations of a Strategic Plan for the UT System and its mission

(2) Key areas of a new plan that will be critical to the success of their campuses/institutes

(3) Opportunities and challenges faced by the UT System and their campuses/institutes

(4) Views of the University's centralized-decentralized structure

II. Summary Comments and Observations

Observations

(1) It's timely for the University of Tennessee to develop a true System-wide function embodied in the President's Office that supports a multi-campus University but is independent of all campuses and institutes and physically and functioning separate from the Knoxville campus. There are real roles for the System administration to play to position and motivate the campuses and institutes to drive educational excellence, position faculty and students for greater competitiveness in the global arena and deliver the highly skilled people for jobs, economic impact and creative solutions that Tennessee needs now more than ever. Fulfilling this enabling mission will require investment in infrastructure, new systems/processes and new thinking in leadership and management. This is a major undertaking and could be the lasting core of President DiPietro's legacy. The listening sessions have consistently shown that constituencies around the System seek a sustainable and stable

System structure that does not change dramatically with each president. Building on Dr. DiPietro's vision for his presidency, this Strategic Plan has the opportunity to lay that framework, define and establish its key components and develop a process for its implementation.

(2) The President's Office would be well-served to define the System's roles and mission that support its campuses and institutes and provide clarity about differentiation and autonomy. While this productive and instructive activity is already underway among Chancellors as part of the System strategic planning process, also engaging cooperatively with the campuses/institutes in this endeavor would be a productive and instructive process to assist each part of the whole in performing its essential role for the people of Tennessee. The listening sessions validated the desire by the campuses and institutes for true collaboration among the Chancellors and the opportunities for shared and mutual collaboration across the enterprise.

(3) There was enthusiasm for a System-level effort to accelerate the development of a compelling vision and strategic plan for expanding UT research with defined goals, accountability and prioritized resource investments. Campuses/institutes are aspiring for greater research capacity, competitiveness and opportunity facilitated by the System and with resources and practices that support their research activity. Sustained cooperative System leadership could result in many positive outcomes to benefit the enterprise through cross-University collaborations and partnerships.

(4) To effectively ensure the System-wide administrative mission statement, the President's Office has begun to develop a new leadership culture that engages a management team and holds leadership accountable for define outcomes. Continuing in this direction and implementing a "service culture" by the central administration are essential. In the listening sessions, System offices were often described as obstacles to a unit's progress or operation without the transparency that generates communication, efficiency and trust. In the role of facilitator and enabler that accelerates progress on major goals and opportunities in an era of rapid change, the President's Office can actually promote the considerable campus/institute differentiation that allows the University to serve all constituencies and stakeholders.

(5) There was general agreement that there is an opportunity to enhance academic and staff performance to capture and achieve the perceived opportunities for excellence in education and research. Given the CCTA's objectives and the federal and state agendas for improving educational levels and economic development, the System's leadership and defined services are vital to assist campuses in closing the gaps on student access, retention, completion and numbers of degrees produced. Key to improving performance across the board is good data, and ongoing data challenges are accuracy, collection, standardization, communication and feedback; these in turn limit the ability to conduct meaningful analysis of trends and impacts and to plan for change. A dedicated approach to internal communications that puts a priority on keeping employees informed

about System activities and accomplishments as well as System practices, processes and policies in ways that they can use facilitates not only operations and loyalty but a spirit of shared purpose and accountability. The System has a unique opportunity to position UT's diverse "System portfolio" that is greater than the sum of its parts and represents collective assets, strengths, opportunities and institutional competitiveness – with each entity committed to being the "best in class" in its mission-driven endeavors and market position. This aspiration to achieve "best in class" status across the University might become the central theme for the University-wide Administration's strategic plan. Supporting this, a System-sponsored marketing communications program could position the President's Office as the voice of higher education in Tennessee while promoting the value of the UT System. As part of this sizable portfolio, the campuses and institutes can gain strength while being encouraged and supported to differentiate themselves through market segmentation that further leverages their unique nature and enhances their ability to complement one another under the UT brand.

(6) Continuing and increasing investment in the University are critical. Given the state's current priorities and revenue trends for the foreseeable future, the System is positioned to lead efforts that drive investment in the University from national organizations, the state, businesses, the Foundation and other new sources. This can involve increased mission-focused public-private partnerships, stretch goals for federal research grants and private support into a long-range funding plan. Supporting these efforts with a strong communication and messaging campaign can more clearly convey the value and impact of the University and what it delivers in the sequential order that has most meaning to the people of Tennessee – jobs, economic development and education.

III. Summary of Common Themes Across All Constituencies

(1) Research and Academic Affairs

- A common theme was the need for a vision and a clear plan for research at the System level, with a defined mission, goals, accountability and strategically prioritized resource investments. This could generate many positive outcomes led by System-level research that benefits the enterprise, engages parts of the System collaboratively and garners and funnels resources that support the individual campuses and institutes. The opportunity exists to support this vision with an infrastructure that would foster research faculty recruitment and retention, relationships among various parts of the System and University-wide opportunities for collaboration and communications about research, from Agricultural Research to the SIM Center to clinical and basic health care research.

- Research faculty expressed the desire for a System-level office that would emphasize a culture of collaboration around the state and adapt UT research programs to promote competitiveness for grants, better connecting research programs among the campuses and strengthening

leverage as a System. Characteristics would include more multidisciplinary research, applied research, integrated grants, shared equipment and mission-focused public-private partnerships.

- Certain areas were identified as having much greater potential to increase the volume of research activity and elevate the University's research profile, such as UTHSC basic and clinical research and collaborative partnerships with regional hospitals and health centers, joint ORNL-UTK research, interdisciplinary research across the System and entrepreneurial research partnerships by individual campuses in local markets, such as the dynamic growth region of Chattanooga.

- While progress is being made on improving data for multiple purposes developed by the System, a critical ongoing challenge is the accuracy of data, feedback and communication loops and in some cases lack of responsiveness to requests, which in turn limit the ability to conduct meaningful analysis of trends and impacts and to plan for change. This has considerable impact on the ability of the campuses and institutes to fulfill the objectives of their own strategic plans and to close the gaps in access, retention, diversity, completion and degree production as mandated by the CCTA.

- Faculty recruitment, promotion and tenure practices and graduate student applications policies should be reviewed to ensure that they are sufficiently competitive and set a high bar. Inconsistencies in quality within programs and across the System are viewed as diluting the strengths individually and collectively. Differentiated faculty pay across the System and few inter-System appointments were viewed as barriers to competitive recruitment, career development and intellectual or research exchanges.

(2) Campus/institute differentiation and centralized-decentralized roles

- At the same time that the System is defining its mission and services, UT campuses are asking for more freedom to differentiate themselves to their distinctive constituencies, loyalties and legacies. This market segmentation would leverage further their unique nature and enhance their ability to compete under the UT umbrella rather than being limited by it.

- The System could support this view of the University by articulating the fundamentally different roles of the campuses and institutes and serving as an advocate to stakeholders for this great diversity and its impact – from a Research 1 University to campuses devoted to regional economic development to the presence of the Institute for Agriculture/Extension and the Institute for Public Service in every county.

(3) Market position and communications

- While campuses want to manage their own communications and marketing to their constituencies, they value System-level activities that raise awareness and appreciation of higher education in Tennessee and the University's leadership in promoting an educated citizenry and economic development. In this context, they seek messaging and activities at the System level that focus beyond the President's Office and Nashville – and more broadly tell the UT story, convey the interrelated nature of the campuses and institutes under the UT brand and leverage all parts of the whole all the way to the community level.

- In this context, there appears to be an opportunity to adapt the larger story about the University's development as a land-grant university of the future – through research, academic access, graduates and public service. Translating this role in terms of each part of the University as well as delivering this message in terms of what's important to the people served by UT were cited as advantageous to a critical outcome – instilling new confidence in the state that higher education has results by providing the tools to make a good living over time – in other words, jobs and economic development.

- Related to this is legislative advocacy. Expanding what is viewed as primarily a reactive government relations activity in Nashville and Washington to a more proactive role has the potential of engaging greater campus/institute collaboration in defining the public agenda and participating in advancing critical initiatives. Both campuses/institutes and government affairs staff are frustrated in their ability to access each other in more cooperative efforts.

- Campus and institute constituencies consistently expressed lack of information about System goals, processes and services. A defined and regular program of internal communication and information dissemination by System offices to their campus and institute affiliates would be welcome and assist in engaging all stakeholders in a common purpose.

(4) System service readiness and infrastructure support

- Because of the President's charge to increase diversity of faculty, students, staff and other components of the University, there is interest in weaving diversity through the University-wide Administration's strategic plan, coordinate strategies and initiatives with the Diversity Advisory Council and ensure that the System administration as well as campuses and institutes are accountable to objectives as directed by the Board of Trustees and the President.

- While the System has made strides in Human Resources by conducting a compensation study, support for campus/institute HR activities is viewed as often neither timely nor consistent, thus resulting in confusion or protracted issues that need to be managed.

- The University's IT infrastructure and usability and System versus campus roles, especially in the case of UTK, generated questions, confusion and frustration. There was support for the System's efforts to reevaluate and better define System-campus responsibilities, oversight and cooperation as part of its plan to recruit System IT leadership.

- Understanding that the President's Office has launched new efforts to develop a System-wide approach to facilities funding, to engage campuses/institutes in consensus on priorities and to enhance UT's bonding authority, interviews suggested that there are further opportunities to be explored in public-private financing and in private fundraising for facilities.

- The responsiveness and service orientation by System offices to campuses and institutes was frequently questioned or criticized. Themes included not only relative roles and responsibilities but clarity about policies, procedures, results and feedback loops. It was evident that if the System is to be successful with the administrative mission that new thinking around service delivery will need to be mapped to investment in "service-driven" systems, infrastructure and practices.

(5) Developing compelling reasons to invest in the University

- Given the state's current priorities and revenue trends for the foreseeable future, the System would be well-served to explore new approaches involving federally sponsored research, the state, businesses and the Foundation to align resources and potential opportunities for increased mission-focused public-private partnerships, stretch goals for federal research grants and private support into a long-range funding plan.

Appendix 1: Summary by Constituency – Critical Issues

UT Chattanooga

Infrastructure:
- Priority on University-wide library system versus multiple site-based licenses, duplicative costs, limitation of access, uneven quality of resources supporting faculty teaching and research

- Institutional culture that is streamlined, efficient, timely, customer-centric and service-oriented – purchasing/procurement, contracting/disbursements and auditing systems at System level

- Priority on System-wide "21st century" accounting and budget philosophy and processes that regard campuses as strategic business units and profit centers – transparency in practices, "System charge" to campuses, accountability, reports and other data submitted by units to the System

- Feedback loop to campuses regarding all data that is being collected by the System from campuses – the purpose and outcomes

- Other duplicated services – attorneys, databases, IT systems

- Equity across the System of faculty compensation and raises

Revenues/funding:
- Inconsistent out-of-state tuition practices

Research/academic:
- Intellectual property management

- Inter-System appointments for career development and academic exchanges

- Coordinated international programs/study abroad activities versus many separate offices and opportunity to mutually leverage partnerships

- Support and facilitation of collaborative regional public-private partnerships that provide resources and connections to commercialize research, such as the innovative UTC SIM Center (computational engineering)

- Internal research competition across the System to raise the bar

Strategic Plan opportunities:
- Enterprise approach – new thinking across the board

- System-campuses two-way relationships

- Tie System strategy vis-à-vis the regions and how each campus impacts its own area, including transformation of Chattanooga region

UTC distinctiveness:
- Private education at a public price

- Excellent College of Business; Honors College model with among the highest grades in the state

- Economic engine for Hamilton County and region (e.g., produces 22% of TVA workforce)

- UTC's role in continuing to transform the community – southeast region transportation hub, steady wave of new industry (50 inquiries at any given time), pilot opportunities because of synergy of industries (e.g., Volkswagen plant to be operational in 6 months)

- Positioning/visibility: innovation and partnerships that benefit the UT System, the state and beyond and are national assets

- Desire for brand distinction – responsibility for region and distinctive characteristics in that regard are inherent strengths to be leveraged; people's loyalty to an institution not to a System although it can stand under that umbrella

University of Tennessee Health Science Center

Academic/research:
- Opportunity to tie community-based practice with clinical grants and become a great clinical research center

- Investments in research for the long term – from joint-venture practices to greater share of state funding to disease-based research synergies and a new research building

- Goal of joint-funded Governor's Chair in genomics and medical informatics (with state, ORNL and UTHSC)

- Importance of successful search for Vice Chancellor of Research

- Need for strong plan, resources and partnerships to take advantage of opportunities to build a research base

- Desire for a strong signal from UT leadership through contracting practices and other systems that regional partnerships are a priority and valued

Centralized-Decentralized:

- Perception of central "control" of government relations; concerns regarding state funding formulas and priorities for medical education as well as major capital investments

- Need for emphasis on health science collaboration across the System rather than duplicative and competing programs and fundraising efforts

UTHSC distinctiveness:
- Well-performing medical education institute that is evolving into a competitive health science center

- 60%-70% of state's doctors graduate from UT

- Large medical center community and strong collaborative prospects among regional hospitals and health centers in Tennessee, Arkansas and Mississippi

- New Memphis Research Consortium

- Service and professional education focus; transitioning a large clinical practice into an integrated medical school; professional paths for Tennessee students leveraging the magnitude of footprint across entire state

- First-time board pass rate in the high 90% and in the top U.S. quartile

- Active research programs among 20-25% of faculty

- $760 million economic impact to region

University of Tennessee – Knoxville

Infrastructure:
- System-level diversity plan

- Enabler role versus obstacle

- Streamlined and efficient systems, versus duplication

- General counsel's office – contract wording that works for all purposes and can be customized to needs

- Support for individual campus development of distance-education initiatives

- Value-added services and functions

- Streamlined facilities and planning – clarity around prioritization, coordination, simplified procedures, improved internal communications

- Ending dual System-UTK administrative roles

- A marketing plan for the University that instills understanding of the value of higher education among people across the state, confidence in the University's role and a much broader vision for the state in 20 years via UT

- A strategic plan that is about "one university" and the culture within it

Academic/research:
- Encouragement of research collaborations between UTK and UTHSC in pursuit of NIH funding

- Proactive plan and prospects for other federal funding, such as the Department of Defense

- Coordination of research across System to maximize opportunities and discourage sub-par programs as part of "mission creep"

- A Banner system that works well

- Confusing relationship with Oak Ridge

- Clarity about Cherokee Farm – its purpose, who participates and potential role of faculty

- System Administrative Affairs was especially helpful in serving as the link with THEC in new curriculum development (navigating the waters), including assisting with a new Doctor of Nursing program that involved three campuses

- Concerns re duplicative and competing programs among UT and Regents campuses in a resource-constrained state

- Clearly defined relationship with Oak Ridge National Laboratory

- Processes for consistent recruitment of best and brightest faculty

- System role in support of patent development

- System support for campus distance-education initiatives, including governing federal legislation

- Perception that government relations is gated by the System

- Review of tenure process and faculty salaries; promotion and support for "rising stars" and recognition and rewards for merit and achievement

Funding/revenues:
- Clarity of new UT Foundation's role and processes along with improved communication and collaboration with campuses

- Support for role as first-class research university

- Fostering students as alumni who "learn, earn and return"

Centralized-Decentralized:
- Maximum autonomy consistent with state law for campuses; one-size-fits-all regulations disadvantage all

- Value of regarding other campuses in UT System as important connections to their communities upon which UTK depends and serves

UTK distinctiveness:
- "UT's research university" and flagship institution – and building on that reputation

- "Top 25" strategic plan

- Produces most graduates with graduate and professional degrees in the state

University of Tennessee – Martin

Infrastructure:
- Capital project processes are "broken" – no new buildings in 30 years

- System HR policies, practices and support

- System policies regarding library databases/licenses – value of centrally shared resources and System-wide licenses

- Clarity about System services; customer-centric culture

- View of campuses as profit centers

Academic/research:
- Top-down tasking from the System – purpose? Outcomes?

- Explore and expand online education (first degree program now at Martin)

Revenues/funding:
- Inconsistent out-of-state tuition practices

- New UT Foundation – how is money designated, distributed; enhanced resources for fundraising in West Tennessee

UTM distinctiveness:
- Expanded outreach/greater diversity/access/high levels of Pell Grant recipients – responsive to CCTA goals for Fall 2012

- Comprehensive regional campus, feeling of community

- High graduation and retention rates; focus on undergraduate education

- Faculty are force in the community, deep value and impact to region

- Student-focused service orientation in undergraduate programs, small enough to be personal yet producing students who are successful in the world

- "We are the University of Tennessee in West Tennessee"

- Faculty/student ratios – " a little bit of Ivy"

- Only rural nursing program in the System

Positioning/Public Relations:
- Desire for brand freedom versus System guidelines that limit our ability to market and be competitive; enhanced market segmentation

- Perception that System decisions made for benefit of urban areas and tendency not to engage us around what we do well as part of the System (teaching, undergraduate education)

UT Institute of Agriculture

Infrastructure:
- Internal communication processes by System and dissemination of information down the line

- UT website infrastructure that is user-friendly for all parts of the institution and with training and support for maintaining distributed websites

- Organizational efficiencies ("you have to fill out a form to order a form") and customer-friendly services from HR and contracts/purchasing

- Facilities decision-making processes that engage faculty in designing laboratories and space utilization for optimal use and efficient operations

- Performance appraisal and promotion processes that are more streamlined, well-understood and customer-friendly

Funding/revenues:
- 5 sources with different metrics – from traditional college funding formulas to non-formula programs (such as Extension) – instability of funding and outdated metrics

- Foundation private support that is directly applicable today versus in a long-term estate plan

Academic/research:
- No understanding of Cherokee Farm story and potential opportunity for faculty research

- Sense that applied research is discouraged in favor of basic research; need for more applied research grants directly benefiting county agents working directly with farmers

- Opportunities for System-level research with big impact but with priorities and linkages to be driven by the System; poor job on integrated grants across System, both leveraging and communicating opportunities, including those leveraging Agriculture Extension "outreach" component; desire for multidisciplinary research across the System

- Need for System research infrastructure that enables cooperative use of equipment across System and technology development and application

- Agricultural Research infrastructure in place but limited by budget cuts and concern over ability to maintain and expand laboratories

Strategic Plan opportunities:
- Top 2 issues for UTIA – funding and relevance/responsibility of UTIA's work for the people of the state – jobs and the economy

- The story of UT as a 21st century land-grant – bring that to life from the perspective of the people we serve

- UTIA presence through improved marketing/communications activities at System level

UTIA distinctiveness:
- A statewide footprint for the University in 95 counties – extensive outreach and engagement for UT to be leveraged further

- One of top two 4-H programs in US (after Texas) – producing more than 350,000 employable young people

- Applied research directly benefiting people across the state

- Focus on economic development and jobs

- Opportunity to focus on the modern role of a land-grant university – solving real problems of today

UT Institute for Public Service:

Goals for strategic planning process:
- Inclusive of campus and institutes; buy-in from constituencies; objectives included in and supported by unit action plans that align under the UT umbrella

- Voice an institutional commitment to outreach and its changing forms in the 21st century

- Ensure that "outreach" in its many forms is part of all the strategic goals

- Articulate and bridge gaps for concept of outreach and the reward system for contributing to UT outreach; reward versus discourage faculty engagement in outreach via IPS

- Serve as a tool that communicates externally the value of UT to the state, nation and beyond, especially with the focus on economic development and creation of quality jobs

- Make the University immediately relevant to our communities

Opportunities for expanded outreach through the strategic plan:
- Communicate the importance of educating both traditional and non-traditional students and in academic programs and non-academic training programs

- Further partnerships between faculty and IPS to design curricula for students interested in working in local government

- Demonstrate that UT graduates who work in local government are an important educational outcome for IPS and the University

- More proactively engage the University research community in addressing problems and opportunities in our local communities, including workplace issues and economic development

- Communicate the value of IPS-driven outreach and engagement to community development, including organizational capacity-building, leadership development, change management, leadership preparation for change, application of new technologies, innovation, transitions in rural economies and other expertise with long-term impact

- More effectively demonstrate the role the University plays in building local communities

- Clearly define the role of a 21st-century land-grant university beyond the traditional agriculturally-based concept to a broader role, helping leaders in all types of communities understand and deploy change, including changing demographics and transformation from rural to urban economies

- More fully measure and quantify the multi-dimensional impact of 21st century University outreach that benefits our local communities – such as non-academic training programs or expertise that helps a city change its form of government, evaluate audits and debt management plans and create annual operating plans

UT Government Relations Staff:

Operations – opportunities and challenges:
- Operates largely reactively, especially at state level due to the 90-day legislature and prolific amount of legislation; often playing defensive "blocking and tackling" versus proactive offense

- Information and opportunities gathered from campuses through the Chancellors and weighed at the System level in light of cost-benefit ratio and policy impact

- Proactive role also to inform state and federal legislative delegation and agencies about UT funding requests and priorities (for state legislature or congressional funding as well as agency grants and programs), such as renewable energy

- Expanded input from UTHSC in past year through a new position with greater presence in Nashville

- Seeking better ways to generate ideas/input from campus Chancellors and leaders and operate with greater collaboration

- Value of System approach to government relations – one university with a presence in all 95 counties and government relations staff visibility to legislators as "UT"

Goals for System-wide Administration strategic plan:
- A new leadership culture at UT operating as a high-performing, disciplined and collaborative management team representing all the units under "one flag"

- Demonstrating the true value of a System and the interrelated nature of how the campuses and institutes work together to deliver and leverage the UT brand

- Amplifying and strengthening the entire University's visibility and presence before the legislative and executive branches at both state and federal levels through aligned and mutually reinforcing administrative leadership across the System – and ultimately funding opportunities

- Modeling the land-grant university for the future – through the combination of research, academic access, student success and public service

System-wide Communication Leadership

Operations – opportunities:
- From a health care perspective, connect the research that goes on at UTHSC and the other campuses/institutes; intersection of School of Medicine sites across the University; send out the message about overall health care research and the impact of contributions across the campuses to the health care of the state's population

- Key point of differentiation from other systems or universities is the perceived collective nature of the UT campuses and institutes across the state, the University's presence in every county and the unified nature strengthening UT's impact on education and economic development

- Unique nature of each campus as a strength within the University's broader portfolio

- Taking the perspective that in promoting one campus or institute, we are promoting UT; being the best that we can be on each campus promotes the UT image and brand; finding ways to communicate that each campus is bigger/better as part of a UT System

Operations – challenges:
- Defining the System "portfolio" effectively – and to various audiences; from a messaging perspective, our constituencies do not understand the "System" concept

- Competition among campuses for students – thus pitting public relations activities against each other among students, parents and other constituencies

- Priority job focus on the campus – recruiting students, alumni, donors – takes all our time and resources

- Despite opportunity to promote UT pride from each campus, at the end of the day we are only as strong as the quality of students we graduate from each campus

- Concerns about more bureaucracy, oversight or message control from the System

- "Future" branding campaign was well-received by most campuses but resources were limited and it was never pushed out fully through multiple channels (e.g., advertising and billboards) across the state

- Internal communications – an add-on for every campus/institute communications office; no System-wide or institutional strategy to handle employee-related information issues that typically fall on our offices

- So much information produced throughout the University that no one can process it all; deluge of information channels (print, electronic and web) and of requests for information to be posted daily in newsletters, on list-servs, by email and on digital campus billboards

- Inconsistent distribution and uneven approaches to internal email newsletters for employees, such as Tennessee Today

Goals for System-wide Administration strategic plan:
- Data pool for campus from Institutional Research – System statistics that could serve as an additional tool for campus communication efforts for background, contextual and factually illustrative or supportive material for articles, story ideas and relationship-building with constituencies and stakeholders

- Umbrella image and branding campaign that promotes the UT System as a whole as "where you can be anything you want" by illustrating and leveraging the many parts of the whole (campuses, institutes, research, etc.) – advanced by the System but collaboratively with campuses and institutes; then measured, built on and/or revised accordingly

- Value-added from System communication office – how it can strengthen and provide resources for campus communication efforts

- "Resources, resources, resources" for awareness-building – people, financial and communications/branding initiatives

- Statewide advertising campaign focusing on UT and its banner programs across Tennessee – a halo effect that benefits all parts of the University, communicating points of pride as a whole and also tailored for each region

- Well-placed internal communications specialist at the System level, particularly in HR, who has the knowledge, information and expertise to proactively communicate across the University effectively about benefits and other employee-related topics and also field the many questions

- Proactively communicating campus-based research using campus research office as a source as well as information produced by the System office

- More opportunities for System communications leadership to get together during the year (now twice a year) to share, plan and collaborate

Appendix 2: Participants

University of Tennessee - Chattanooga

Roger Brown, Chancellor
Deborah McAllister, 1st VP & Professor, School of Education
Ralph Covino, 2nd VP & Professor, History
Colleen Harris, Secretary & Professor, Library
Pedro Campa, Past President & Professor, Foreign Languages
Mayor Jim Coppinger, Hamilton County
Jerald Ainsworth, Dean of the Graduate School
Tim Swafford, Professor, Computational Engineering
Kay Lindgren, Nursing Department Head
Mark Mendenhall, Professor, Business: Management
Sean Richards, Professor, Biological & Environmental Sciences
Richard Brown, Vice Chancellor, Finance & Operations
Martina Harris, Professor, Nursing
Michelle Rigler, Director, Office for Students with Disabilities
Bryan Samuel, Director, Office of Equity and Diversity
Tara Mathis, Director of Multicultural Affairs
Karen Adsit, Director and Professor, Walker Teaching Resource Center
Nesli Alp, Professor and Assistant Dean for Graduate Studies and Research, Engineering and Computer
    Science
Ralph Covino, Professor, History
Lucien Ellington Professor, School of Education
Matt Greenwell, Art Department Head
Lee Harris, Music Department Head
Hugh Prevost, Director, Cooperative Education & International Studies
Jocelyn Sanders, Associate Provost for Academic Affairs and Professor, Music
Mac Smotherman, THSP Department Head
Felicia Sturzer, Professor and Department Head, Foreign Languages
Phil Oldham, Provost & Vice Chancellor, Academic Affairs
Bob Lyon, Vice Chancellor of Advancement
John Delaney, Vice Chancellor, Student Development
Rick Hart, Athletics Director
Deborah Arfken, Director, University Planning
Chuck Cantrell, Assistant Vice Chancellor and University Relations Staff
Terry Denniston, Chief of Staff
Yancy Freeman, Assistant Vice Chancellor, Enrollment Management
Mary Tanner, Dean, College of Health, Education & Professional Studies
Will Sutton, Dean, College of Engineering & Computer Sciences
Robert Dooley, Dean, College of Business Administration
Herb Burhenn, Dean, College of Arts & Sciences
Theresa Liedtka , Dean, Lupton Library

Shalin Shah, SGA President
Laura Cagle, Graduate student, past SGA Public Relations Director
Tyler Forrest, Past SGA President
Andrew Clark, Past SGA President
Tim Walsh, President & CEO of SimCenter Enterprises
Kim White, CEO of River City Company
Scott LeRoy, President, Alumni Board
John Foy, UT Board of Trustees
Bill Stacy, Chancellor Emeritus
Tom Griscom, Chair, UC Foundation

University of Tennessee Health Science Center – Memphis

Steve Schwab, Chancellor
Noma Anderson, Dean of Allied Health
Kennard Brow, Executive Vice Chancellor and Chief Operations Officer
Bethany Goolsby, Interim Vice Chancellor of Development and Alumni Affairs
Anthony Ferrara, Vice Chancellor, Finance and Operations
Susan Jacob, Interim Dean, College of Nursing
Timothy Hottel, Dean, College of Dentistry
David Stern, Executive Dean of College of Pharmacy, Interim Vice Chancellor for Research
Cheryl Scheid, Vice Chancellor, Academic Faculty Affairs
Dick Gourley, Dean of Pharmacy
Monice Hagler, UT Board of Trustees
Karl Schledwitz, UT Board of Trustees
George Cates, UT Board of Trustees
Guy Reed, Lemuel W. Diggs Professor and Chairman, Department of Medicine
Richard Magid, Vice President, University of Tennessee Research Foundation
Robert W. Williams, UT-ORNL Governor's Chair in Computational Genomics, Department of Anatomy
     and Neurobiology
William E. Armstrong, Director, Neuroscience Institute, Center of Excellence Professor
Lawrence M. Pfeffer, Muirhead Professor and Vice-Chair, Department of Pathology, University of
     Tennessee Health Science Center; Director, Center for Adult Cancer Research
Steve Miller, Medical Director for Medical Education and Research, Methodist Healthcare and Professor
     of Medicine, UTHSC
Jay Robinson, III, Medical Center Director/CEO Veteran Affairs
Marie Chisholm-Burns, Incoming Dean of Pharmacy
Donna Lynch-Smith, Assistant Professor, Nursing-Acute/Chronic
Brent K. Haberman, Assistant Professor, Pediatrics
Rebecca B. Reynolds, Associate Professor, Health Informatics and Information Management
Beth Bowman, Professor, Health Informatics and Information Management
Russell A. Wicks, Professor and Chair, Prosthodontics
Jeffrey G. Phebus, Associate Professor, Endodontics
Antheunis Versluis, Professor, Bioscience Research

George A. Cook, Professor, Pharmacology
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D. Parker Suttle, Associate Professor, Pharmacology
Vickie Baselski, Professor, Pathology
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Steve Thompson Executive Director, Municipal Technical Advisory Service
Scott Gordy, IT Administrator, Institute for Public Service
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Susan Robertson, Communications Manager, Institute for Public Service
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Guest, Terri Kinloch, Program Manager, County Technical Assistance Center

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Jim Roberto, Associate Laboratory Director, Science & Technology Partnerships, Oak Ridge National
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Louis Gross, Director, National Institute for Mathematical and Biological Synthesis, UT, Knoxville
Wes Hines, Interim Vice Chancellor for Research, UT, Knoxville
Jesse Poore, Ericsson-Harlan D. Mills Chair in Software Engineering; UT-ORNL Governor's Chairs
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