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F U T URE
THE SYSTEM STRATEGIC PLAN

University of Tennessee System
Strategic Plan Refresh Project

Prepared for the Steering Committee Meeting
January 28, 2015

Summary of Outcomes Per Published Phase 1 Initiatives (2012-2014):

1. **Goal 1 – Enhancing Educational Excellence**
   Initial focus area: Determine alternative delivery systems for education
   Note: much of Goal 1 focus is embedded in projects already underway in other areas

   Completed:
   - Diversity definitions developed
   - Development of grouping of best practices for retention
   - Ongoing System progress monitored by dashboard metrics and reviewed annually at fall BOT meeting
   - Review of all academic programs with low graduation numbers
   - UT System/TBR Online Collaborative launched 2013
   - Accessibility Plan and Audit Task Force

   Other Major Outcomes/Successes to Date:
   - Campus retention plans based on 2-3 best practices; retention plans presented to BOT
   - 2-day conference on advising (fall 2013)
   - 1st Diversity Summit scheduled for April 2015
   - Dashboard is a tool utilized by the state legislature and Governor's office
   - UTC and UTM participate in UT/TBR Online Collaborative
   - Campuses working together to share knowledge about innovative programs
   - Draft training materials for accessibility compliance

   Continuing Actions to Move Forward:
   - Ongoing monitoring of programs (above) put into place
   - Continued exploration of partnerships with TBR
   - Continued work with Coursera, EdX or other innovative teaching platforms (as deemed appropriate by the individual campuses)

   New Actions to Consider: Expanded dashboard data

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2. **Goal 2 – Expanding Research Capacities**
   Initial focus areas:
   - *Form a System Research Committee*
   - *Develop an Industry Advisory Council of external partners*

   Completed:
   - Developed a System-wide Research Advisory Team and SWOT analysis
   - Conducted statewide tour with Government Teams to identify and target opportunities
   - Developed a 5-year strategic plan for UTRF
   - Kicked of eVisions research administration software System-wide

   Other Major Outcomes/Successes to Date:
   - Launched plans to create new Joint Institute for Personalized Health as a partnership of UTK, UTHSC, UTC and ORNL
   - Increased number of joint appointments to 160 faculty – UTK, UTHSC, UTC
   - Streamlined contract processes between UT and ORNL
   - Recruited 15 Governor's Chair faculty
   - Created an Office of Industry and Foundation Relations in collaboration with UTK and the UT Foundation
   - Broad campus/institute engagement on technology transfer needs
   - Broadened technology transfer program through L2 Law students
   - Worked with all campus research offices to develop more standardized approaches to proposal and award routing

   Continuing Actions to Move Forward:
   - Draft System-wide research plan
   - Identification of large interdisciplinary research programs
   - Manage and grow ORNL relationship to promote collaborations
   - Revamp UTRF website and marketing program internally and externally
   - Evaluating relationships with strategic partners and service providers to ensure quality service to faculty entrepreneurs
   - Working to complete large comprehensive research agreements with several company prospects
   - Working with several company prospects and developers on private development options for Cherokee Farm
   - Continuing to develop standard data definitions for all campuses and institutes
   - Developing a research communication piece to provide periodic updates and highlights

New Actions to Consider:

- Broadening Governor's Chair program
- Faculty recruitment strategies to attract the world's best, including growing own talent
- Expand Bredesen Center Ph.D to encourage data analytics and health care analytics
- Develop a technology venture/investment fund to mature UT technologies and companies
- Ensure accounting of total research activity

3. **Goal 3: Fostering Outreach and Engagement**

   Initial focus area: Develop outreach and engagement models to be used across the System

   Completed:

   - Website featuring outreach and engagement and its reach across the state
   - Web-enabled data portal to collect outreach and engagement data from across the System

   Other Major Successes/Outcomes to Date:

   - Increased Board awareness of outreach and engagement activities
   - Broad campus engagement in the collection of data

   Continuing Actions to Move Forward:

   - Completing models of outreach and engagement for each campus/institute
   - Developing a communications plan to tell the story
   - Continued refinement of data and report

   New Actions to Consider: How to collect and proceed with student engagement data

4. **Goal 4: Ensuring Effectiveness and Efficiency**

   Initial focus area: Assess systems and processes to ensure service delivery and support and eliminate barriers for campus and institute strategic goals

   Completed:

   - Evaluate systems and processes, define standards, improvements, better coordination and feedback loops (ongoing)
   - "Service culture" listening tour by OIT
   - Compensation Advisory Board planning and coordination
   - Improved internal communications – CBO and communications and marketing offices
   - Revised organizational/administrative structures for UTRF and UT Foundation

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Major Successes/Outcomes to Date:
- Addressing select issues from OIT listening tour
- Employer of Choice initiatives identified
- Communication of CBO minutes, annual communications planning between System and campus/institutes
- Initiated analysis and improvements of Facilities Planning
- Greater administrative efficiency for UTRF
- UTFI president job description and recruitment; $179M raised – record year when not in a campaign
- Published diversity statement, annual updates to Trustees, best practices for hiring/mentoring/recognition developed

Continuing Actions to Move Forward:
- Ad hoc task force to completely review and reform university fiscal policies
- OIT moved to System CBO
- In HR, development of statewide career paths, competency-based job descriptions, expansion of Leadership Institute
- Improved facilities planning
- New UTFI president and engagement of UTFI Board
- Further diversity data about faculty, staff and students statewide

New Actions to Consider:
- Inventory, calendar and reports to ensure consistency in fiscal reporting and data aggregation; protocols for campus/institute data requests from System
- Continued engagement of CBOs in facilities planning through quarterly meetings

5. **Goal 5: Advocating for UT**
   Initial focus area: Form a System-wide Marketing and Communications Committee to align messages and identify synergies across the System

   Completed: All activities are ongoing.

   Other Major Successes/Outcomes to Date:
   - More aggressive approach to President's social media presence, with Web-based and video components, to positively increase his followers and exposure on higher ed issues and UT's position across the state and nationally
   - Increased frequency and quality of communications and marketing collateral promoting President's voice about the value of public higher education, from the White House to the Tennessee Farm Bureau; increased visibility of President to alumni

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- Draft collaborative communications and marketing plan for the System; priority objectives for System-based communications and marketing
- System-campus collaboration on faculty visibility, research successes
- Development of outreach/engagement website/database with IPS and content in ongoing print and electronic publications
- Expanded government relations activities to promote UT faculty expertise and increase legislative support for research opportunities; enhancement of UT's visibility and participation in policy development at the state and federal levels
- Increased advocacy training for alumni; major revision of Alumni Legislative Council

Continuing Actions to Move Forward:
- Develop more meaningful metrics to demonstrate impact of President's visibility activities
- Finalize System communications and marketing plan and integration into campus/institute plans
- Solidify statewide message platforms and determine ongoing value of statewide communications and marketing advisory committee

New Actions to Consider:
- Develop a more robust and interactive President's page on System's new website
- Develop ongoing marketing and communications campaign
- Adopt a formal media monitoring system
- Consider System communications office total budget and critical priorities against limited funds
- Engage Trustees Advancement and Public Affairs Committee in statewide marketing and communications efforts
- Explore value of "State of UT" very public statewide status report on UT and its contributions to public higher education
- Raise UT profile in distinguished research among peers
- Continue legislative advocacy activities at the state and national levels as articulated throughout this report