THE UNIVERSITY OF TENNESSEE STRATEGIC PLAN

GOAL IV – Ensuring Effectiveness & Efficiency

I. *Background*

The Goal IV implementation team champions for goal one (**Assess System Processes and "Systems" to ensure service delivery, support and barrier elimination for campus and institute strategic goals and initiatives**) were assigned the following two initiatives:

1. *Evaluate system process and systems that support the needs of the campuses and institutes; define standards and best practices; make better use of or improve on existing systems and processes; coordinate feedback loops and successful outcomes.*

2. *Provide clear definitions, processes and coordination for system administration and campus/institute-level reporting required by the Board of Trustees, the Tennessee Higher Education Commission, the State of Tennessee and other external policy groups utilizing and implementing policies and practices of the newly formed IT Governance Model; provide campuses and institutes enterprise data for their needs (Phase 1 Implementation Team- broaden committee's effort and link to developing culture of service).*

The implementation team champions consisted of the following members:

Richard Brown – Executive Vice Chancellor, UT Chattanooga

Tony Ferrara – Vice Chancellor Finance and Operations, UTHSC

Chris Cimino – Vice Chancellor Finance and Administration, UT Knoxville

Nancy Yarbrough – Vice Chancellor Finance and Administration, UT Martin

Steve Glafenhein – Director, UT Institute of Agriculture

Chuck Shoopman – Assistant Vice President, IPS

Ron Loewen – Budget Director, UT system

Ron Maples – Controller, UT system

Butch Peccolo – Treasurer and CFO, UT system

Implementation team meetings were conducted via conference calls with discussion materials shared prior to the meetings. There were two conference calls, October 11th, and November 30th.

II. *Summarize Progress to date*

The following describes outcomes, recommended actions, and next steps for the two initiatives assigned to Goal IV Implementation Team Champions:

1. *Evaluate system process and systems that support the needs of the campuses and institutes; define standards and best practices; make better use of or improve on existing systems and processes; coordinate feedback loops and successful outcomes.*

   a. There exists the need for a long term planning initiative that provides greater strategic alignment of campus/institute initiatives with budgeting, demographic and economic trends. The recommended action is for the UT system budget office to begin discussions with campus/institute business officers in determining the desirable period (e.g. 3 or 5 years), level of detail, performance benchmarks, and the format for such effort.

   b. Capital Outlay and Maintenance process is being reprogrammed to provide/request more timely and detailed information that will satisfy multiple external reporting demands while minimizing number of requests to campuses/institutes. Budget forms being developed currently by Facilities Planning staff with planned implementation during fy14 budget cycle.

   c. Listening tour conducted by OIT that asked constituents about reporting deficiencies and processing challenges has been completed. The cataloguing of those responses is underway and will be used as an action plan for prioritizing and addressing valid concerns contained in this survey. Requisite actions to be considered and prioritized over next 6 months with resolutions provided as time and resources permit. The IRIS Steering Committee will coordinate efforts with feedback from CBOs.

   d. Quarterly CBO meetings will have standing agenda items dealing with specific process improvement request/successes as well as best practices demonstrating efficiencies and effectiveness initiatives (e.g. adoption of paperless processes). A part of this is currently being done as the University board's on-going attention to efficiency and effectiveness. This will be an on-going effort.

   e. Ad hoc task force will be commissioned to completely review and reform all University Fiscal Policies. Task force commissioned during fiscal year 13 with actual work on-going as time and resources permit.

   f. Create an Ad Hoc committee comprised of business office, human resource office, IT office, and internal audit office representatives to evaluate current training programs for comprehensiveness and adequacy. Work with HR to develop new programs for employees to address any gaps resulting from the evaluation.

2. *Provide clear definitions, processes and coordination for system administration and campus/institute-level reporting required by the Board of Trustees, the Tennessee Higher Education Commission, the State of Tennessee and other external policy groups utilizing and implementing policies and practices of the newly formed IT Governance Model; provide campuses and institutes enterprise data for their needs (Phase 1 Implementation Team- broaden committee's effort and link to developing culture of service).*

   a. Efforts are underway by various groups (e.g. academic officers, institutional research officers, communities of practice, THEC committees, etc.) to develop clear, concise, and consistent definitions for variables used in reporting. Basic financial definitions have been developed (by GASB, FASB, NACUBO, governing bodies, etc) and deployed at the time of the configuration and implementation of the University's ERP system. What continues to be a challenge is how users aggregate and represent that data and the necessity for having a designated "gatekeeper" to coordinate the multitude of initiatives in this area. It is the recommendation of this group that the CBO's serve as that gate keeping function so as to provide enterprise consistency. This will need to be addressed and endorsed by the president and chancellors.

   b. A process needs to be implemented for better communicating agenda items and discussions from CBO meetings, president/chancellors meetings and perhaps other functional area groups (e.g. Purchasing Officers meetings, HRO meetings, CoP meetings). The UT system CFO office will be tasked with this initiative. One of the suggested formats was to convene at least annually a meeting of the CBO's, Provosts, Chancellors, and President for strategic and tactical planning that aligns with the budgeting process. This will be advanced to the president/chancellors for consideration.

   c. Begin building an inventory and calendar of all external reporting that identifies report content to ascertain consistency in data aggregation. The UT system CFO office will define parameters during next six months and then work with campuses/institutes to catalogue over ensuing fiscal year.

   d. Develop protocol for campus/institute to communicate data needs and match those needs with existing system report capabilities or project request for IRIS team.   This will be discussed at the next CBO meeting to identify next steps.