

The UT System Administration Strategic Plan: Phase I Report – May 1, 2013

Goal 5 – Advocacy, Phase I Implementation Action:

Initiative 1, Action 1: Enhance the UT System President’s role as the “voice” for the value of public higher education and access to a public education in Tennessee – Support President’s visibility and leadership in this critical role.

Multiple efforts toward the above have been undertaken since our last report in December. At that time, the System-wide Marketing and Communications Committee called for in **Initiative 2, Action 1**, had just been convened. That group identified two major sets of thoughts and ideas out of a SWOT analysis of the state and the University, then condensed those into a messaging platform. That platform is built around the notion that the future of Tennessee and the future of the University are inextricably linked.

Messaging Platform: The initial draft was circulated for input from the System-wide Marketing and Communications Committee. From that time (November 2012), the messaging platform has underpinned system-wide internal communication, talking points, and news media opportunities developed for the UT president.

Examples and Outcomes:

1. President’s Annual Report to the General Assembly

State law both requires this publication and governs its content: “...the number of students, together with a detailed statement of the workings of the institution, and of receipts and expenditures...”

UT Trustees approve the report, which must be shared with legislators. In addition, it is distributed to the news media, alumni leaders and donors, University partners and business leaders. It is archived on the System website.

A theme developed in cooperation with Dr. DiPietro at the beginning of his presidency is a more plainly worded reference to the University's mission to provide education, conduct research, and do outreach. "Educate. Discover. Connect." are the words he has used to reference University mission for more than 2.5 years.

The 2012 Annual Report was organized around that theme, with content that used the President's authoritative voice and was based on the above-referenced Messaging Platform. Focus was on exceptional performance or unique contributions by UT, in response to state needs and with a benefit to state prosperity.

[See detail in Appendix A]

2. December 2012 End-of-Year Message & Year-end video

Purpose of both was primarily internal, for employees: To recap points of pride and milestones achieved across the System in the calendar year.

"In the past year, we have celebrated milestones by breaking ground for construction and cut ribbons on new facilities. In Chattanooga, we marked the retirement of Dr. Roger Brown and the appointment of Dr. Grady Bogue as interim chancellor as we launched a search for new leadership at UTC. With the 150th anniversary of the Morrill Act, we paused to recognize the contributions the University of Tennessee has made to our state as Tennessee's land-grant institution. We strengthened relationships with leaders in Nashville and made headway on issues impacting the University. UT Martin spruced up the campus with new lighting, and I was happy to be on hand to help flip the switch. In Memphis, we broke ground for a new research facility."

***Archived message and video had 2,100 unique visitors / views.

3. State of the University Message

Purpose of the first-ever, live and interactive State of UT webcast was to use technology to allow the President to deliver a live message, simultaneously available to all UT employees throughout the state. Availability of the message to any interested alumni, media, and elected officials was considered a secondary but potential benefit.

The message recapped Gov. Haslam's State of the State message, summarized the University's outlook, and included Q&A with employee-submitted questions.

[See detail in Appendix B]

4. Social Media and Advocacy

Throughout Fall 2012 and the legislative session that began in 2013, the President's active social media presence gave particular support to strategic efforts by UT Advocacy. System Communications also makes use of @TNAAlumnus account for the *Tennessee Alumnus* magazine to bolster Advocacy outreach.

The president's Twitter following has more than doubled in the last year (approximately 1,300 followers in February 2012) and is now at 3,000. His following has increased 566 percent in the 2.5 years since he assumed the UT presidency. Among followers is a heavy presence of elected officials and lawmakers, media outlets and reporters, higher ed institutions and policy groups.

Generally, the President's tweets over the noted time period:

- Shared UT news of exceptional distinction
- Shared big-picture higher ed concerns
- Used his authoritative voice to bolster UT Advocacy

[See detail and sampling of tweets in Appendix C]

UT Advocacy put Advocators to work:

- In the session just concluded, information on key legislative issues impacting the University and higher education was distributed to a growing network of alumni advocates and supporters
- Advocates were notified weekly of ongoing key issues and given access to online tools to make their legislative advocacy more effective
- In two instances, legislative proposals that raised substantial concerns for University officials were brought to the attention of committed UT advocates
- Advocates mobilized to speak out about those issues with their legislators and with members of appropriate legislative committees
- Engagement of those advocates was highly effective and instrumental in helping achieve desired outcomes, which ultimately favored higher education and the University of Tennessee
- Efforts to inform and engage UT's advocacy network are ongoing and continual

5. State Budget Message

As part of ongoing efforts to bring high-level information of significance to all employees from the President, a summary of the areas of funding for UT by the state appropriations bill was distributed in a system-wide April 22 email.

It addressed the following, and referenced a more detailed summary at the UT Advocacy website:

- Employee Compensation
- Appropriations and Tuition
- Facility Improvements
- Educational Programs
- Research

6. Traditional Media Coverage

In addition to numerous items of news coverage of University developments that involved or mentioned the President, a few key items supported his position as a voice for higher education and its leadership in Tennessee.

November 2012

Tennessean guest column: Irresponsible cuts to research will curtail innovation

By Nicholas S. Zeppos, chancellor of Vanderbilt University, and Dr. Joe DiPietro, president of the University of Tennessee system

<http://www.tennessean.com/article/20121128/OPINION03/311280105/Irresponsible-cuts-research-will-curtail-innovation?odyssey=mod%7Cnewswell%7Ctext%7COpinion%7Cp>

Associated Press: University of Tennessee celebrates anniversary of Land Grant College Act

<http://www.therepublic.com/view/story/9cd4b5ae924f4231bd5e04ef107a8196/TN--Land-Grant-Act>

February 2013

WBIR: 'State of the System': UT President Dr. DiPietro praises TN higher education proposals

<http://www.wbir.com/news/article/252736/2/State-of-the-System-UT-President-Dr-DiPietro-praises-TN-higher-education-proposals>

Times Free Press: Wright State's Steve Angle recommended to be UTC's new chancellor

<http://www.timesfreepress.com/news/2013/feb/26/wright-states-steve-angle-recommended-be-utcs-new-/>

April 2013

News Sentinel: UT selects New York administrator as next system VP of communications

<http://www.knoxnews.com/news/2013/apr/24/ut-selects-new-york-administrator-as-next-system/>

Associated Press: A hardcover book chronicling the history of UT-Battelle's management of the Oak Ridge National Laboratory is on the market.

<http://www.knoxnews.com/news/2013/apr/24/new-book-details-ut-battelle-management-of-lab/>

7. UT-ORNL Book

Breaking the Mold is the title of a book commissioned by the office of the UT System Executive Vice President to chronicle the transformation of Oak Ridge National Laboratory under UT-Battelle management. It takes the reader behind the scenes of the strategy that positioned ORNL and UT to compete successfully for some of the most highly sought-after research programs in the world.

The story is a textbook example of the University's unique potential for significant and distinctive impact on the state and beyond. Revitalizing ORNL and enhancing the

University's research and economic development efforts means intellectual property generation, improved employment opportunities in the state, improved academic opportunities for students, and better competitiveness nationally and beyond for Tennessee.

Through successful efforts to share and promote the book, we're telling the story of what the UT-Oak Ridge partnership has done, and strongly reinforcing the strategic Messaging Platform:

- Neither UT nor ORNL, separately, would be able to achieve what we are collectively
- Those accomplishments are good for both entities
- The success of the partnership is having a very positive impact on Tennessee

In addition to book distribution to key stakeholders including UT trustees, ORNL, Battelle and DOE leadership, state and federal elected officials, copies are being shared with media. Arrangements are under way now for several joint media interviews with ORNL Director Thom Mason and UT President Joe DiPietro.

[See detail in Appendix D]

Other Activities

Selection of UT System VP / Communications & Marketing:

The broad, collaborative marketing / communications plan referenced in Initiative 2 is expected to be among the first priorities to be addressed by the incoming VP, scheduled to join the University on June 24.

The 27-member System-wide Marketing & Communications Committee convened in Fall 2012 is a ready-made and critical tool for input, ideas and direction in the development of the collaborative plan. So is the Messaging Platform developed by that group.

It's expected that work to engage the group in marketing/communications plan collaborations will begin in Summer 2013, at the earliest opportunity after the incoming VP is appropriately familiarized with the President's expectations for implementation.

Development of the marketing / communications plan will inform further and future steps taken toward enhancing the President's role as the "voice" for the value of public higher education and access to a public education in Tennessee.

That plan also is a logical precursor to launching Goal 5 Initiatives 3 and 4.

Appendix A: President's Annual Report to the General Assembly

Educate:

"The University is taking part in the national and state conversation about the value and importance of a college degree. The economic downturn has created more accountability for cost, completion of degrees and career preparation. The University remains committed to the principles of the state's Complete College Tennessee Act, which rewards appropriations based on criteria such as progress toward degrees and graduation, instead of headcount. UT Knoxville (70 percent) and UT Martin (59 percent) lead all public institutions in Tennessee in the six-year graduation rate, and UTC (51 percent) is tied at fourth."

Discover:

"Our partnership with the Department of Energy's Oak Ridge National Laboratory (ORNL) sets UT apart from many public universities. The University is co-manager of the lab through UT-Battelle and is the lab's largest research partner. More than 100 UT faculty members have joint appointments at ORNL, and their discoveries result in the creation of intellectual property that is jointly owned by UT and ORNL."

—Alternative energy research and production:

"The West Tennessee solar farm, owned and operated by UT, is one of the largest solar arrays in the Southeast. It is capable of producing 5 megawatts of electricity, which is enough to power 500 homes for a month. The farm is located off Interstate 40, and a public information center is to open in the next year."

"The UT Biofuels Initiative, jointly funded by the state of Tennessee and DuPont Cellulosic Ethanol, continues to move toward the production of liquid transportation fuel from biomass, including switchgrass. In addition, the University is moving forward with research through the Center for Renewable Carbon (CRC) and TennEra, a new company created through the University to focus on the use of biomass and other products at the CRC. The Biofuels Initiative resulted in the nation's first demonstration-scale biorefinery for ethanol and the Biomass Innovation Park, owned by TennEra, and operated by a new spinoff company called Genera Energy."

"The UT Research Foundation (UTRF), the not-for-profit organization responsible for commercializing and licensing technology by researchers across the UT System, helped establish nine startup companies in FY 2012 including Genera Energy. UTRF also received 141 new invention disclosures during the same period, a record high."

"Construction began in 2012 on the first building at UT's innovation campus at Cherokee Farm in Knoxville. Cherokee Farm is being developed as a research park to house private companies with links to UT researchers and ORNL. The first building will house the UT-ORNL Joint Institute for Advanced Materials. Completion is expected in 2014."

Connect:

—In FY2012

- Thousands of adults and children were treated or helped by UTHSC clinics
- UTCVM treated 30,000 animals – livestock, pets and zoo animals
- IPS assistance valued \$420M, more than 25,000 requests for assistance; helped create or retain 5,600 jobs
- IPS trained 12,000 people who work in government, law enforcement, or industry
- UT Ext: 5.3M contacts with Tennessee citizens
- AgResearch: 45,000 contacts

President's message portion of the Annual Report:

Noted strong examples of success in outcomes-based measures: Increases in both enrollments and graduation rates contributed to 7 percent increase in bachelor's degrees awarded over previous year, exceeding number called for in the State's higher education master plan.

UT Trustee Anne Holt and her prestige as a Nashville television news anchor added impact to a video summary of the Annual Report, for which Holt provided voice-over talent.

<http://president.tennessee.edu/annual/index.html>

****Video version: 200 views from website*

Appendix B: President's State of UT Message

An invitation email from the President recapped Gov. Haslam's State of the State message of the night before and invited questions to be submitted for discussion by the President during State of UT Message on Feb. 7.

Submitted questions were answered after opening remarks that covered:

- Gov. Haslam's workforce preparedness drive / UT's fundamental role
- Pilot program at UT Knoxville College of Engineering to expand enrollment in response to supply-demand curve in Tennessee
- Recompeting for NSF supercomputer, ensure Tennessee has one of three top centers in nation
- Partnering with TBR & THEC on Gov. Haslam's higher ed taskforce
- Graduation rates for campuses in UT System take three of top four positions
- New advocacy program: Council of 70 or 80 people statewide willing to advocate locally
- Developing a grassroots network that can make local contact, citizens who can ask elected officials for support for the University
- Advocacy Council website, [@UTAdvocator](#) on Twitter
- Mechanism in place to quickly mobilize supporters
- Six components to the System, and all are important
- All allow us to educate, discover and connect
- **The future of our state and UT are really inextricably linked**

Remarks and dialogue transcribed, archived with webcast video on President's website.

****Second-highest trafficked page on President's website since January with approximately 1,500 unique page views.*

Appendix C: Sampling of tweets/social media.

Distinctions

Jan 17 When lofty goals meet limited resources, [#strategic](#) planning brings necessary focus. Our plan is off to a great start: [.bit.ly/W2Dfdi](#)

Jan 15 [@TNAIumnus](#): [@UTKnoxville](#) alumnus Randy Boyd & [@UTPresidentJoe](#) named to Gov [@BillHaslam](#)'s higher ed working group [.bit.ly/Vg20Cj](#)

Feb 6. [@utknoxville](#) releases its Center for Business & Economic Research 2013 forecast to Gov [@BillHaslam](#). [cber.bus.utk.edu/erg/erg2013.pdf](#)

Oct 8 Thanks for your support of 4-H, [@UTPresidentJoe](#)! Tennessee 4-H appreciates you! [@4H](#) [#National4HWeek](#) [pic.twitter.com/Ap66fGUG](#)



[Tennessee 4H, made possible by UT Extension, is among the most active in the nation.]

Nov 8 Hats off [@UTKnoxville](#) , nation's sixth-highest for National Science Foundation research funding to universities, just noted at UT Board

Dec 9 If you're glad to have a Garmin [#GPS](#) system, thank [@UTAlum](#) & [@Garmin](#) cofounder Min Kao. Rare interview & great story: [.bit.ly/XFXgsf](#)

Nov 9 Here's our Annual Report to Gen Assy summed up in 90 seconds. Thanks [#UT](#) Trustee, [@WKRN](#) anchor Anne Holt's voice:

Higher Ed Concerns

Oct 18: 1 of 8 'Ideas to Improve Higher Ed' by Gov [@BillHaslam](#) in TIME magazine out today: Tie Funding to Graduation Rates <http://ti.me/TuyMLu>

Nov 28 Eyeing the [#Fiscal](#) [#Cliff](#): What's the relationship between government-sponsored research and the US economy? tne.ws/Y4R16

Nov 16 How Congress might deal with the Pell Grant shortfall | Inside Higher Ed
insidehighered.com/news/2012/11/1/.....

Nov 16 Top-tier universities band together to offer credit-bearing, fully online courses | Inside Higher Ed
insidehighered.com/news/2012/11/1/.....

Government Relations & Advocacy

Nov 6 I'll represent [#UT](#) at Gov [@BillHaslam](#)'s [#HigherEd](#) Budget Hearings 9:30-10 am Nov 13. You can watch live online at tn.gov

Nov 8 I look forward to working with new members of the Tenn General Assembly to ensure [#HigherEd](#) quality. More about them: bit.ly/R10yr6

Nov 9 Enjoyed hearing from [@UTKnoxville](#) collegiate members of [@Tennessee4H](#) along with Gov [@BillHaslam](#) today @ [#UT](#) Board. pic.twitter.com/l7rHIRBp

Nov 12 [#Election2012](#) Wrap Up from [#UT](#) [#Advocacy](#): wp.me/p2b5Zu-ex via [@wordpressdotcom](#)

Nov 15 Here's a summary of Gov [@BillHaslam](#)'s [#HigherEd](#) budget hearing: bit.ly/UFWfj0

Jan 8 RT "[@TNAumnus](#): TN General Assembly opens today. Learn about issues affecting UT by following [@UTPresidentJoe](#) and [@UTAdvocator](#)" [#TNLeg](#)

Jan 8 Ran into [@UTKnoxville](#) alum and Tenn Supreme Court Chief Justice Gary Wade at opening of [#TNLegis](#) today. pic.twitter.com/TknNz98P



March 23: [#UT](#) is important to you? You're glad to say so? Then you're a UT Advocate. So am I. Here's what we do: [UT Day on the Hill: VIDEO LINK]

April 2: Legislation (SB1170/HB1091) moves for-profit schools closer to degree equivalency w/UT, TBR & TICUA universities

April 2: All degrees are not equal--as I'm sure [#UT](#) graduates agree. Visit our [#Advocacy](#) website, learn, take action, ASAP:

April 9: As [#TNLeg](#) lawmakers zero in on state budget, ask them to remember [#UT](#). Process info & budget amendments at tennessee.advocacy.edu

Feb 27 Heading to Nashville to make the case for Higher Ed's value to all of Tennessee at Legislative budget hearings. [#TNLeg](#)

Feb 28: Thanks to our passionate [#UT](#) advocates for speaking out: Anti-Affirmative Action Bill Torpedoed by UT

Feb 5 MT@UTAdvocator: SB142 as written would increase presence of firearms on campus. Watch live discussion in Sen Judiciary:

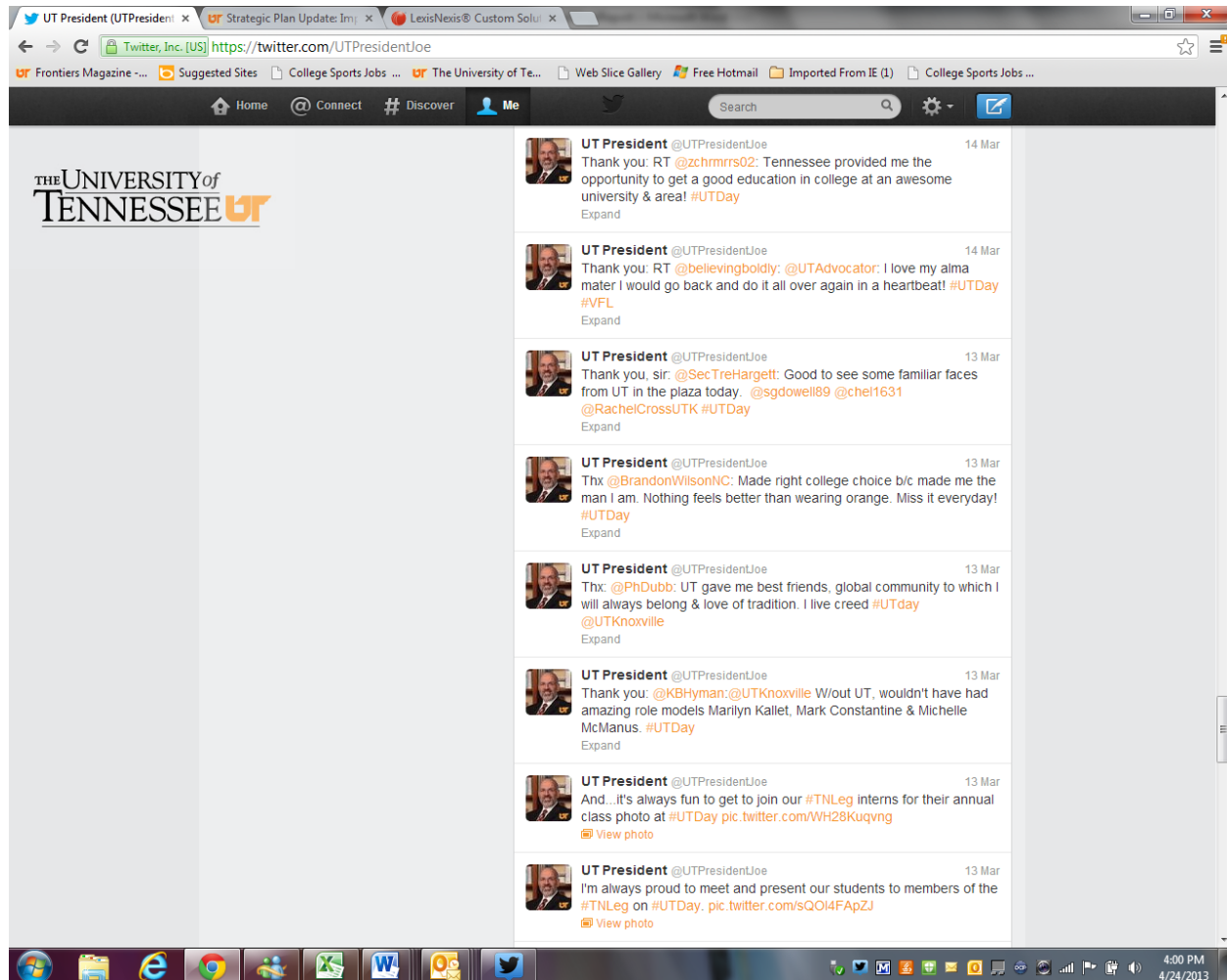
Dec 31 Hope all the [#UT](#) family & our friends have safe & happy #2013 [#NewYear](#) celebrations. Here's a #2012 look back

Nov 16 Thank you Gov [@BillHaslam](#) & [@UTPresidentJoe](#) for ensuring [@4H](#) [#youth](#) voice shapes TN's future. Nice pic! twitter.com/tennessee4h/st_____.

**** UT Day video by Coach Jones is highest-viewed video on TennesseeEDU YouTube channel with 1,533 views.*

UT Day on the Hill: #UTDay Hashtag

A question posed by @UTAdvocator on Twitter and by the President elicited dozens of stories of personal UT impact – everything from gratitude to UTCVM treating cat for lymphoma, to life-changing educational opportunity.



UT Day on the Hill: #UTDay Hashtag

Participation by Vol football Coach Butch Jones raised interest and excitement. His UT Day video is most-viewed on TennesseeEDU YouTube channel.

(following page)

Twitter / Search - #UTDay x Strategic Plan Update: Im... LexisNexis® Custom Solu...
<https://twitter.com/search?q=%23UTDay&src=typd>
 Frontiers Magazine ... Suggested Sites College Sports Jobs ... The University of Te... Web Slice Gallery Free Hotmail Imported From IE (1) College Sports Jobs ...

Home Connect Discover Me #UTDay

THE UNIVERSITY of TENNESSEE

Tweets

People

Who to follow - Refresh - View all

HISOD @HISOD
 Followed by Spelman & Johnson ...
 Promoted - Follow

Saul Young @saulyoung
 Follow

Cari Wade Gervin @cargervin
 Followed by alancarmichael and ...
 Follow

Trends Change

#Trending10 Promoted

#HHS
 #cdnpoll
 #SIX
 #AnzacDay
 #ThingsISayInSchoolTheMost
 Ronaldo
 Abu Qatada
 Paris
 Xbox

© 2013 Twitter About Help Terms Privacy
 Blog Status Apps Resources Jobs
 Advertisers Businesses Media Developers

Results for #UTDay

Tweets Top / All / People you follow

Butch Jones @UTCoachJones
 13 Mar
 RT @UTadvocator: @UTCoachJones is an advocate for UT... are you?youtu.be/-NlWwe2xyI4 / #UTDay
 Retweeted by beth caner
 Expand Reply Retweet Favorite More

Coach Butch Jones: Advocate for UT

UT Vol Football Coach Butch Jones was at the 2013 UT Day on the Hill advocating for the University of Tennessee. Join Coach Jones as an advocate by visiting ...

UT President @UTPresidentJoe
 13 Mar
 And...it's always fun to get to join our #TNLeg interns for their annual class photo at #UTDay pic.twitter.com/WH28kuqvg
 View photo

UT President @UTPresidentJoe
 13 Mar
 I'm always proud to meet and present our students to members of the #TNLeg on #UTDay pic.twitter.com/sQO4FpZJ
 View photo

UT President @UTPresidentJoe
 13 Mar
 Thanks @UTCoachJones for being a great UT Advocate!youtu.be/-NlWwe2xyI4 #UTDay

3:57 PM 4/24/2013

Twitter / Search - #UTDay x Strategic Plan Update: Im... LexisNexis® Custom Solu...
<https://twitter.com/search?q=%23UTDay&src=typd>
 Frontiers Magazine ... Suggested Sites College Sports Jobs ... The University of Te... Web Slice Gallery Free Hotmail Imported From IE (1) College Sports Jobs ...

Home Connect Discover Me #UTDay

THE UNIVERSITY of TENNESSEE

ADVOCACY

Did you attend #UTDay on the Hill? Here is a special message on advocating for #UT from @UTCoachJones...take a look: bit.ly/X7sy73
 View media

Windrow Phillips @windrowphillips
 13 Mar
 RT @UTPresidentJoe: Appreciate Sen @jimtracy meeting and visiting w/ @UTCoachJones at #UTDay breakfast this morning. flp.it/cqHWE
 Retweeted by Sen. Jim Tracy
 Expand

Tennessee Football @Vol_Football
 13 Mar
 RT @UTPresidentJoe: Appreciate Sen @jimtracy meeting and visiting with @UTCoachJones at #UTDay breakfast this morning
 pic.twitter.com/rSUqdqKSpj
 Expand Reply Retweet Favorite More

By UT President @UTPresidentJoe

Butch Jones @UTCoachJones
 13 Mar
 Thank you @UTPresidentJoe for allowing me to be apart of #UTDay on the Hill! #Team117 #VOLUNTEERSTATE
 Expand

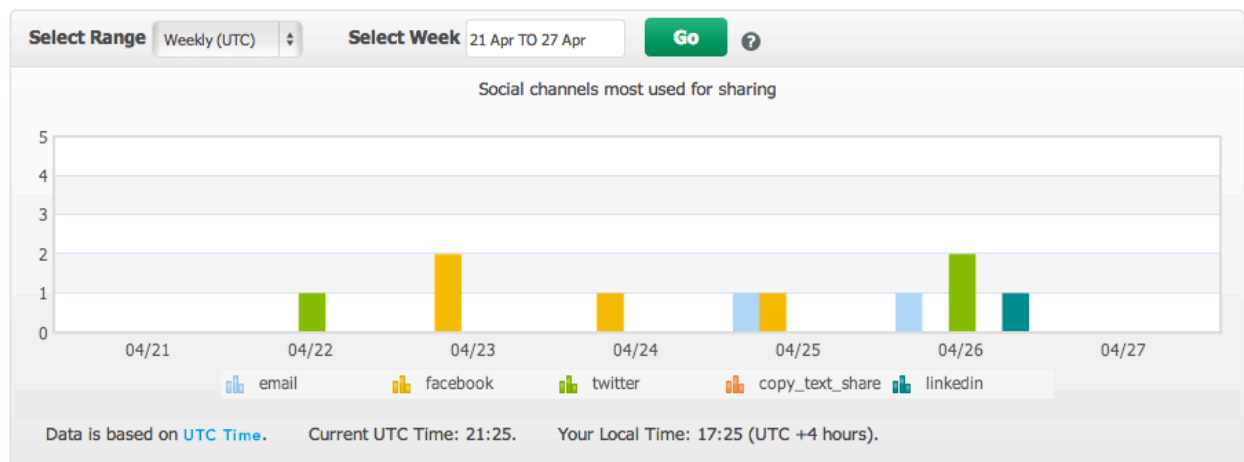
UT President @UTPresidentJoe
 13 Mar 12
 Thx @utalum, staff & @UTKnowville @UTChattanooga @UTMartin + @UTHSC students 4 a gr8 2012 #UTDay - Pics on my FB:

3:58 PM 4/24/2013

Appendix D: Breaking the Mold launch

Date of launch: April 22, 2013

A free, e-book version of “Breaking the Mold” was downloaded 129 times in the first week since a special microsite/landing page went live and a press release was issued. The microsite pages have had 842 unique pageviews, with visitors spending an average 5:04 minutes on a page. The highest-trafficked page is that of the press release, and its highest-trafficked day was April 23 (451 views). Below are social media sharing summaries.



Most Used Social Channels

		<div>?</div> Shares via ShareThis	<div>?</div> Clickbacks from all shares	<div>?</div> Additional Page Views
1	Facebook Daily Breakdown	4	16	2
2	Twitter Daily Breakdown	3	32	47
3	Email Daily Breakdown	2	3	1
4	LinkedIn Daily Breakdown	1	0	0

Breaking the Mold planning brief

Project launch: April 22, 2013

Components:

- Distribution of hard copies of book
- Creation of distribution web page
- Creation of e-book
- Media promotion by System PR team and Dr. DiPietro of book/story
- Web promotion
- Social media promotion
- Promotion to alumni

Distribution of hard copies:

* Letter from Dr. DiPietro to accompany each book; Anthony Haynes to handle distribution to state legislators, UT System PR to coordinate execution

- TN State Legislators (132 total)
- New state legislators (20) – personalized letter; Anthony Haynes to identify
- TN Congressional Delegation (10)
- DOE (50) – David Keim/Stacey Patterson to identify
- Book Contributors (30) – Stacey Patterson to identify
- UT-Battelle Board of Governors – David Keim to identify
- University partners – David Keim to identify
- Individuals featured in the book – Stacey Patterson to identify

Distribution web page

* Coordinate with UT Press to customize utpress.org/breaking

- Web page feature to purchase hardback book
- Web page feature to download free PDF download initially and e-book when ready
- Section to archive media stories
- Usage of bold graphics from the book where appropriate

Creation of e-book

* UT Press to coordinate creation of e-book in Adobe Reader format (5 – 6 weeks)

* Immediate solution: Free PDF download

Billed to Office of Research

- Available for download at utpress.org/breaking

Traditional media promotion

* System PR Office issues press release re UT-Battelle partnership benefits, pitches relevant media outlets. President made available to discuss partnership as appropriate.

Key Messages

- Significant ORNL improvement since UT-Battelle—in safety, appearance and innovation
- Highlight UT's success is paralleled to ORNL's
- Joint faculty members and research opportunities through partnership
- Economic impact of partnership to state

Media

- Knoxville News Sentinel –COVERAGE SCHEDULED: JOINT MASON/DIPIETRO INTERVIEW
- Associated Press - TBD
- WBIR Inside Tennessee –COVERAGE SCHEDULED; JOINT MASON/DIPIETRO
- WATE Tenn This Week – COVERAGE SCHEDULED; JOINT MASON/DIPIETRO
- WPLN Nashville – COVERAGE PLANNED; TBA
- HALLERIN HILL – COVERAGE SCHEDULED; JOIN MASON/DIPIETRO
- WUOT, WUTC, [NPR/public radio stations in Knoxville, Chattanooga) – TBD

Web promotion

* System PR to coordinate promotions on tennessee.edu, other pages to bring attention to book

- Educate, Discover, Connect feature on tennessee.edu using book photos, linking to book page.
- ORNL Listservs
 - History of Science Society
 - History of Science and Technology university programs
 - Building Technologies Research and Integration Center
 - Center for Nanophase Materials Sciences
 - Center for Structural Molecular Biology
 - High Flux Isotope Reactor
 - High Temperature Materials Laboratory
 - National Center for Computational Sciences
 - National Transportation Research Center
 - Shared Research Equipment Collaborative
 - Research Center
 - Spallation Neutron Source
 - ORNL/SNS Visitor list?

Social media

- Dr. D. to promote book / media attention or interviews via his social media accounts.
- Promote @UTAdvocator, possible blog post highlighting partnership

Alumni promotion

* System PR to coordinate with Darren Hughes (UT Foundation) about feature in alumni e-communications