

**The UT System Administration Strategic Plan: Phase I Report – Dec. 12, 2012**

**Goal 5 – Advocacy, Phase I Implementation Action:**

Form a System-wide Marketing and Communications Committee to align messages and identify synergies across the University System.

**Outcomes**

Concept and role of committee defined: Engaged leaders – from inside and outside the University, native and non-native Tennesseans – with a firm grasp on Tennessee’s strengths, weaknesses, opportunities and values. The group’s initial task was to contribute to a collaborative process intended to:

- 1) Assess Tennessee’s current status as a place to live, work, raise a family, and experience quality of life.
- 2) Identify critical needs or steps required for the state of Tennessee to achieve its highest potential as a place to live, work, raise a family, and experience quality of life.
- 3) Determine where Tennessee’s critical needs and the University of Tennessee’s attributes and contributions intersect.

Committee members solicited and confirmed: A 27-member group of leaders from varied fields and throughout the state was identified and confirmed in October. They include both alumni and non-alumni of UT from community, business and government; and UT faculty, staff and administrators, with a heavy concentration on marketing and communication. Many UT members were appointed by their chancellors and are accountable to them for this goal’s successful implementation, just as the System leads are to the president.

Workshop and brainstorming session: All but three of the 27 members of the group attended this daylong session in Nashville, on Tuesday, Nov. 27. Joined by implementation

champions Anthony Haynes, Johnnie Ray and Gina Stafford, Herb Byrd of the UT Institute of Agriculture facilitated group discussions and activities.

The group distilled a fairly wide-ranging set of observations down to a collection of 1) ideas on where Tennessee is and where Tennessee could be, and 2) the far-reaching attributes and contributions of the University. [*See additional documents enclosed*]

Draft messaging platform: From the two major sets of thoughts and ideas yielded by the daylong Nov. 27 workshop, a draft messaging platform is in development. The draft is currently a very preliminary attempt to marry the identified values and potential of the state of Tennessee with the attributes and contributions of the University into a messaging platform that clearly communicates that the promise and potential of Tennessee are inextricably tied to the promise and potential of our University.

Goal 5 implementation champions are refining the initial draft messaging document. It next will be shared with the System-wide Marketing and Communications Committee, which will be asked to review and offer input on further refining the document toward a messaging platform with broad applicability and adaptability to numerous UT stakeholders.

This will be an ongoing and collaborative process, and one that will continue to engage the System-wide Marketing and Communications Committee as key thought leaders and information conduits.

Immediate Applicability: While a large, broad marketing campaign is a necessarily more distant prospect, the Tennessee values and University attributes identified at this preliminary stage can and will begin to reinforce planned messaging, talking points, and news media opportunities developed for the UT president.



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**UT System Administration Strategic Plan Goal 5**

**Advocating for the University of Tennessee**

**Agenda**

9:00 – 9:30 A. M.	Welcome and Overview of Work / Outcomes	Haynes/Ray
9:30 – 10:00 A. M.	Introductions	
10:00 – 11:00 A. M.	Small Work Groups	
	Tennessee is / Tennesseans are...	
	Tennessee's economy...	
	Tennessee's population...	
	Tennessee's unique strengths...	
11:00 – Noon	Small Work Groups	
	Tennessee's critical needs...	
	Tennessee's greatest challenges...	
	Tennessee's most important opportunities...	
	Seizing our opportunities requires...	
Noon – 12:45 P. M.	Lunch	
12:45 – 3:15 P. M.	Large group work	
	Whereas the success of the University of Tennessee and the State of Tennessee are inextricably linked, what does the University of Tennessee provide or enable that meets the needs of Tennesseans?	
3:15 – 3:30 P. M.	Summary and Next Steps	Ray

## ATTACHMENT 2

### **SYSTEM MARKETING AND COMMUNICATIONS ADVISORY GROUP Tennessee Strengths, Opportunities, Weaknesses, Values November 27, 2012**

#### ***Tennessee is/Tennesseans are...***

- Southern Ya'll
- Geographical difference- Rural/Urban/Mountain/Farming/Ag
- Buckle of the Bible belt/rich traditional
- Poorly educated/poor/obese
- Low health status
- Insular in thought
- Country music/blue grass/blues/ storytelling
- Tourism
  - Elvis & Graceland
  - Dollywood/Gatlinburg
  - Outdoor destination
    - Smoky Mountain National Parks
    - Hiking, hunting, fishing, rock climbing, biking
- ORNL and within 20 miles of moonshine
- River/water resources
- Natural resources rich
- Volunteers - willingness to help/givers
- Proudful people

#### ***Tennessee's economy...***

- Diverse - is/has been in transition
- 10 best/10 worst cities
- No income tax
- Lot of healthcare and highly ranked major employers
- Growth: Manufacturing and healthcare
- Rural/urban disparity
- Oak Ridge and high tech pockets
- Largely uneducated workforce
- Transportation and logistics strength
- Manufacturing potential-i.e., VW, advanced materials development scale up to commercial
- Aging Ag producers→ changing economy/ fewer farms/ econ ~ 20% ag
- Tourism- heavily outdoor/recreation rich/ music industry/ state and national parks
- Pro-business climate
- Right to work state
- Major employers still doing layoffs: FedEx, First TN, Goodyear plant closure
- Collegiate and professional sports

### ***Tennessee's population...***

#### Traits

- Proud
- Individualistic
- Principled
- Traditionalist
- Accountable
- Politically conservative
- Territorial
- Regionally segmented

#### Demographics

- Increasingly diverse
- Aging
- Changing-resistance
- Urban migration
- Out of state migration
- Unhealthy/ critical health needs
- Undereducated
- Agri-business foundation
- Products of prosperity
- Loss of traditional industry
- Growth of afghanic population
- Retirees moving to TN
- Bankruptcy/divorce

### ***Tennessee's unique strengths...***

- Region of Country
  - Climate
  - Proximity-days drive to 70% of population
  - Terrain
  - Natural beauty
  - Recreational activities/ tourism
  - Rural/urban influences
- People
  - Southern hospitality
  - Integrity
  - Work ethic
  - Spirit
  - Volunteers
- Strong economy during recession/diverse industries
- Strong Education System
  - TBR
  - UT
  - Private
  - Progressive national models/strong education reform - Race to the Top
- Strong state leadership

- Country music/music roots
- No state income tax
- HOPE scholarships
- TVA
- ORNL
- FedEx

***Tennessee's critical needs...***

- IT technology development/research infrastructure
  - Broadband/telecommunications
- Workforce development
  - Educational attainment
- More active/aware/engaged citizens
- New sources of revenue with predictable dollars for ALL public education
- Stronger rural communities/ rural development
  - Brain-drain reversal
- Partnerships
  - Business
  - Higher Ed
  - Public/Private
- Transportation infrastructure
- Better communication/cooperation amongst higher ed
- Forward sustained thinking leadership with measurable plan
- Strategy to attract great students (including out-of-state)
- Commitment to healthy lifestyles \*\* address healthcare needs
- Higher value placed on quality of life (and sustained improvement thereof)
- State of art power grid
- Maintaining safe & livable communities
- Industrial site development?

***Tennessee's greatest challenges...***

- Educating our workforce
- Improving our income level
- Dependence on sales tax
- Lack of high speed internet in rural areas
  - Tech infrastructure
- Transportation connectivity needs improvement
- Unhealthy population
  - Lack of providers
  - Expectations of affordable healthcare act
- Avoiding a sense of entitlement
- Improving public schools
- Slow reaction of public schools vs. private
- UT needs to be more nimble
- Decreased motivation

- Sedentary lifestyle
- Losing a generation of young men
  - Gangs, meth problems
  - Lack of education
- Us/them (collective visual)
- Retaining our green and natural resources while still developing
- College debt/ unemployment
- Remaining business friendly (competing)
- Lack of venture capital
- complacency

***Tennessee's most important opportunities...***

- Research and development
  - Take advantage of existing resources
  - ORNL, St. Jude's, UTHSC, Vanderbilt Health Science
  - Agricultural research
  - Healthcare
  - New energy
  - Manufacturing
  - Science/computation
  - Nuclear
- Capitalizing on reputation for liveability
  - Professional growth opportunities
  - Cost of living
  - Retirement
  - Climate
  - No income tax
  - Natural beauty
  - Tourism
  - Entertainment
- Education
  - Leadership and preparedness-skilled workforce
  - Education reform
  - Match education to market needs
  - Work with TBR and other institutions
- Resources to create better lifestyles
  - Health, opportunity to be active
- Improve environment for creation of new business
- Entertainment industry
  - TV production - Knoxville
  - Sports teams
  - Music
- Transportation infrastructure
- Proximity
- Low cost high speed internet (Chattanooga)

***Seizing our opportunities requires...***

- Private schools are eating our lunch
- Shared vision/goals with champions/advocates
- Smart growth and planning
  - Leveraging our brand (UT +Tenn)
- Protection of resources
- Sustainable/liveable
- Dare to aspire/culture shift
- Sustained focus/ long-term
  - Think globally
- Willingness to accept change/ and take risks
- Skills assessment-training- developing competencies in inevitable change
  - K-12 career
- Stop being so stupid and embrace science and technology, not mediocrity



## ATTACHMENT 3

### **SYSTEM MARKETING AND COMMUNICATIONS ADVISORY GROUP University of Tennessee Attributes, Contributions November 27, 2012**

#### **Advancing Public Health**

Healthcare driving force  
Healthcare providers and delivery  
Hospital and healthcare leadership

#### **Driving Tennessee's Economy**

Economic impact beyond campuses  
Research and development = more opportunities to compete  
Degrees = thriving economy  
Training for multiple sectors  
Solutions to the great workforce disconnect  
Educating the workforce

#### **Technology and Discovery Leadership**

Solutions to problems: energy, disease, economy  
Conduit to ORNL: World class science  
Space science  
Tackling energy independence  
Leadership in science-based industries

#### **Brand Leveraging**

Nationally recognized brand  
Brand brings legitimacy  
Source of state pride  
Statewide connectivity, shared identity  
Inspiration for change – better future  
Presence in 95 counties  
Introduce brand to younger audiences

#### **Cultural Enrichment**

Preservation of heritage  
Enriched cultural opportunities  
Open-mindedness and intercultural understanding  
Better quality of life

#### **Expertise to Solve Critical Problems**

Expertise of UT Think Tank  
Empower Alumni network  
Influence public policy decisions  
Law enforcement innovation

Wise use of natural resources  
Expertise to solve critical problems

**Quality and Affordable Education for All**

Access for Low Income Students  
Removing obstacles to higher education  
Lifelong learning, K-Career  
State's land grant  
Access for first generation students  
Diversity of degrees  
Tennessee's only vet school  
High value educational experience  
Degrees = engaged citizens

**Community and Leadership Development**

Vision, thought leadership  
Historical context for current issues  
4-H youth development  
Next generation of entrepreneurs  
More effective government  
Community service and engagement  
Leadership development

**Maximizing Relationships**

Leverage partnerships  
Development of public/private partnerships