



## **University of Tennessee System**

System Effectiveness Study | Final Deliverable – Executive Summary

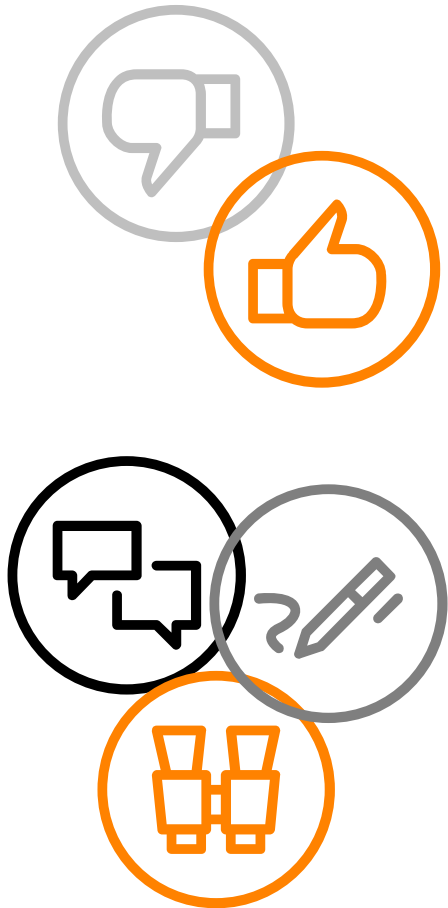
June 5, 2019

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# Executive Summary

## Introduction



- Deloitte facilitated a series of workshops for five functional areas across all campuses and units to discuss current state challenges, document roles and responsibilities, and develop the primary output of this engagement – future state recommendations to enhance efficiency and effectiveness.
- To support the development of future state recommendations, Deloitte provided case studies and functional leading practices to supplement UT’s current state assessments of each functional area.
- The recommendations outlined in this report fall into two categories:
  - 1) Short-, medium-, and long-term opportunities identified and endorsed by the working groups
  - 2) Deloitte-observed best practices in Higher Education and other industries for further consideration

# Overview of the Initiative

The UT System embarked on this initiative to identify the appropriate delegation of roles and responsibilities among the units and system office, with the objective of eliminating redundancies and non-value-added processes.



## Goals

- To **facilitate workshops** with the assigned Working Groups to articulate the desired future state
- To provide high-level **overviews of leading practice examples** to expand the thinking and perspective of the stakeholders involved
- To **document the roles and responsibilities** for the proposed future state business model
- To **identify opportunities** for further review by the System for each area



## In-Scope Areas

- Capital Projects
- Human Resources
- Procurement & Contracting
- Information Technology
- Communications & Marketing



## Timeline



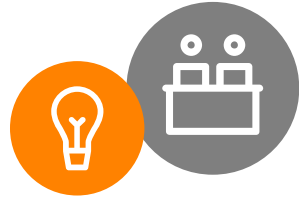
★ Task Force meeting

\*Timeline not to scale

# Initiative by the Numbers

Thank you to the Task Force and working group members for their cumulative time and effort invested into this initiative.

5



Functional Areas

45



Working Group  
Members

22



Workshops Conducted

95



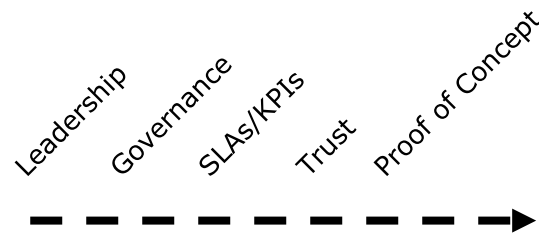
Processes and  
Functions Reviewed

# Current State Assessment

The gulf between UT's current state and leading practice will require strong governance, metrics, trust, proof of concept, and leadership to overcome.

## Where UT is Today

- A **negative perception** among stakeholders of what is possible in the future state
- Strong memories of **past attempts** at shared services or centralization
- Lack of **funding and central resources**
- Lack of **expertise**
- Lack of **data sharing**



## Leading Practice

- **Ability to leverage scale**
- **Centralization**
- **Professionalization**
- **"Centers" of expertise** on functional areas to serve all entities
- **Common data definitions and sharing** across the system and entities

The system's **future technology modernization** may help to alleviate the pain points identified in the current state, but will require significant resources and staff focus to implement.

# Seven Principles for Effective Change Management

Effective transformation requires an enterprise-wide approach that seeks to improve and enhance organizational models, operating processes, technology, leadership, and talent models.

# 1

**Start with the end in mind.**

Successful change initiatives typically begin with leaders, who should be in alignment before the project is launched. To gain this alignment, all major stakeholders who will be affected by the change—and who can influence the changes being implemented—should be brought together.

Knowing what leadership wants to achieve— and having a clear vision of how much better things will be if the contemplated initiative is successful—is key to effective alignment and core project communications.

# 2

**Understand the institution's culture.**

It's critical that leaders take time to understand the institution's existing culture before embarking on a change initiative. Any undertaking that doesn't align with, act on, or uphold the institution's values will likely encounter resistance.

This may require seeking out individuals in the larger virtual higher education ecosystem with direct knowledge of the institution in question, such as former deans, provosts, or administrators. Take the time to do this vital research.

# 3

**Communicate, communicate, communicate.**

Different people consume information in different ways. While email may be sufficient for some, others immediately delete an email before even opening the message.

Know the media that work best for your audience. It's likely that the same information needs to be communicated in various ways—through numerous vehicles and with substantial opportunities for multidirectional dialogue—to create the critical mass of knowledge needed to make the message matter.

# Seven Principles for Effective Change Management

**4** **Walk a mile in the shoes of those whose roles will change.**

The employee experience should be treated the same way as the customer experience. Therefore, it's important to understand every step of the change journey for faculty, staff, and administrators and how it could affect their day-to-day work.

**5** **Create win-wins and align incentives.**

Find ways for the university, departments, and individuals to benefit from the envisioned changes.

**6** **Embrace relentless incrementalism to help achieve radical change.**

Starting with a bold goal in mind and taking small steps relentlessly can build organizational capital in the same way that compounding annual investment returns can build wealth

**7** **You won't get what you don't measure.**

That's why it's critical to ensure that leadership is aligned on the project's vision and change management success criteria from the start. In addition, it's important to create mechanisms for objectively measuring and monitoring success. The resulting data and insights can then be used to continuously calibrate the change management plan to the reality on the ground.



# Procurement & Contracting

# Summary of Procurement & Contracting

The Procurement & Contracting working group noted the need for further discussion on potential reorganization of the function across the system.

## Overview

The Deloitte team conducted five workshops with the working group and one additional discussion.

- 1 Current State (March 28)
- 2 Future State Visioning (April 3)
- 3 Future State Visioning (April 18)
- 4 Refine Prototype (April 25)
- 5 Final Recommendations Confirmation (May 13)

## Current State Themes



**Organization.** The Procurement and Contracting functions are not consistently organized across the system, with the two functions integrated in some entities and separated in others.









**Decentralization.** Purchasing ability and data input functions are decentralized across the system, with departments able to buy and execute agreements valued at less than \$10,000 without active central oversight.



**Talent.** The UT system does not require purchasers to undergo any training programs on the relevant processes or policies. The impact of this lack of training can be compounded by complex policies and the organizational decentralization.

# Summary of Procurement & Contracting Recommendations (1/2)

Members of the working group generated or endorsed these recommendations and group consensus supported presenting these options to the Task Force.

#	Recommendation	Category
PC 1	Implement a Procurement Leadership Council that would comprise of campus and system procurement leadership who would gain consensus on motions	
PC 2	Provide system procurement leadership with more formal access to the system and institutional leadership – as a regular agenda item at the CBO meeting – to increase the visibility and influence of the procurement function	
PC 3	Clearly define guidelines for when a purchase order versus contract ought to be used – for example, purchase orders for goods and contracts for services	
PC 4	Streamline procurement operations/data entry within a smaller group of dedicated experts	
PC 5	Make finding and navigating online policy easier for departmental users	
PC 6	Provide greater levels of training to purchasing staff and develop a certificate program to ensure consistency and quality of staff and services	



General Process



Systems



Forms / Documents



Policy















Coordination with Other Departments



Governance

# Summary of Procurement & Contracting Recommendations (2/2)

#	Recommendation	Category
PC 7	Reduce departments' abilities to buy outside of purchase orders	
PC 8	Implement feedback loops into the procurement process to improve the customer experience	
PC 9	Evaluate the current staff size and adjust staff, as needed	
PC 10	Evaluate contract and PO signature policies and practices to streamline minor approvals	
PC 11	Update procurement policy to provide greater clarity, reduce procedural aspects, eliminate ambiguity	
PC 12	Standardize processes in each procurement and contract area	

 General Process
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  Coordination with Other Departments
  Governance

# Leading Practices – Procurement & Contracting (1/2)

Deloitte further recommends that the UT System consider the following leading practices, which did not receive working group consensus but align with observed best practice in higher education and other industries.

Category	Opportunity	Estimated Implementation Kickoff
Organization	<ul style="list-style-type: none"> <li>Formalize the <b>center-led procurement model</b> to ensure that its principles remain in the event of staff turnover and consider moving to a fully centralized model</li> </ul>	Next 6-12 months
	<ul style="list-style-type: none"> <li><b>Combine Procurement and Contracting</b> functions across the system</li> </ul>	Next 12-18 months
	<ul style="list-style-type: none"> <li>Dedicate system-level resources to <b>strategic sourcing and demand management</b></li> </ul>	Next 6-12 months
	<ul style="list-style-type: none"> <li>Create <b>Centers of Excellence</b> focused on specific spend categories</li> </ul>	Next 6-12 months
Business Practice	<ul style="list-style-type: none"> <li>Implement internal controls to better <b>track departmental purchases</b> below the \$10,000 threshold</li> </ul>	Next 12-18 months
	<ul style="list-style-type: none"> <li>Analyze UT historical spend to make <b>informed recommendations on changes to triggers</b> for contract review</li> </ul>	Next 6 months
	<ul style="list-style-type: none"> <li>Rationalize and <b>consolidate the supplier base</b></li> </ul>	Next 12-18 months

# Leading Practices – Procurement & Contracting (2/2)

Category	Opportunity	Estimated Implementation Kickoff
Policy	<ul style="list-style-type: none"> <li>Update delegated vs non-delegated <b>authority guidelines</b></li> </ul>	Next 6-12 months
	<ul style="list-style-type: none"> <li>Require departments to participate in <b>systemwide buys for larger commodities</b> rather than having the flexibility to purchase according to their own preferences</li> </ul>	Next 12-18 months
	<ul style="list-style-type: none"> <li>Create a <b>policy tree</b> that clearly outlines relevant policy references</li> </ul>	Next 6-12 months
	<ul style="list-style-type: none"> <li>Consider lowering the current <b>\$10,000 threshold</b> for departmental purchases</li> </ul>	Next 12-18 months
	<ul style="list-style-type: none"> <li><b>Utilize standard UT templates</b>, where feasible, when negotiating contracts with suppliers</li> </ul>	Next 6 months
Technology	<ul style="list-style-type: none"> <li>As the next generation ERP is developed, consider investment in a <b>spend analytics solution</b></li> </ul>	Next 12-18 months

# Human Resources

# Summary of Human Resources

The Human Resources working group identified succession planning and technology needs as additional priorities for discussion.

## Overview

The Deloitte team conducted six workshops with the working group.

- 1 Current State (March 13)
- 2 Future State Visioning (March 19)
- 3 Future State Visioning (March 26)
- 4 Succession Planning (April 16)
- 5 HCM Technology (May 21)
- 6 Refine Prototype (May 21)

## Current State Themes



**Technology.** Documentation throughout HR activities, such as hiring and time/absence, can be very manual, often based on PDFs, and is not automatically housed in the system.



**Decentralization.** The local campuses and institutes largely run their own HR operations, with support from the system – for example, the call center routes all questions back to the individual entities.









**Data and reporting.** The UT system currently has limited resources to provide analytics and reporting to the campuses and institutes, making it difficult to view or extract real-time data.









# Summary of Human Resources Recommendations (1/2)







Members of the working group generated or endorsed these recommendations and group consensus supported presenting these options to the Task Force.

#	Recommendation	Category
HR 1	Codify and document resources available to employees for all HR areas	
HR 2	Submit recommended job description content for the future system CHRO position	
HR 3	Explore existing employee engagement tools and determine objectives and how to administer activities for each local unit	
HR 4	Continued dedicated attention at the system level to equity and diversity, including ensuring that resources are easily accessible	
HR 5	As part of the future ERP initiative, standardize the transactional parts of employee onboarding through electronic experiences	
HR 6	Codify standard data entry practices for all systems	

-  General Process
-  Systems
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-  Policy
-  Coordination with Other Departments
-  Governance

# Summary of Human Resources Recommendations (2/2)

#	Recommendation	Category
HR 7	Formalize leadership development succession planning practices across the system	
HR 8	Within the future ERP initiative, develop resources for managers who create job descriptions, such as similar language of tasks that can be used for similar positions	
HR 9	Develop system-level resources to support training curriculum development, instructional design, and training system needs	
HR 10	Implement electronic time reporting process across the system	
HR 11	Invest greater resources into system-wide analytics capabilities, including access to real-time dashboard that can drill down to unit-specific views	
HR 12	Explore organizational alignments and functions to enhance collaboration among the system and local units	

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# Leading Practices – Human Resources

Deloitte further recommends that the UT System consider the following leading practices, which did not receive working group consensus but align with observed best practice in higher education and other industries.

Category	Opportunity	Estimated Implementation Kickoff
Organization	<p><b>Further explore the high impact operating model centered on Communities of Expertise (or Centers of Excellence), Operations Center, and HR Business Partners</b></p> <ul style="list-style-type: none"><li>• <b>Communities of Expertise</b> drive leading practices and processes by applying deep HR functional domain knowledge, a strong understanding of the business imperative, and market trends to deliver thought leadership. These communities/centers should consolidate expertise across the system on specific HR areas.</li><li>• <b>HR Business Partner</b> at each local entity collaborates primarily with business leaders and people managers, and play an important role in HR delivery by driving engagement, workforce and talent management, and organizational change.</li><li>• <b>Standardized Operational Services</b> enable operating excellence by delivering the end-to-end experience efficiently and effectively across HR processes, with an emphasis on inquiry management, transactions, and specialized functional services.</li></ul>	Next 1-3 years

# Capital Projects

# Summary of Capital Projects

The Capital Projects working group largely focused on policy challenges across their four workshops.

## Overview

The Deloitte team conducted five workshops with the working group and one meeting with the Office of the State Architect.

- 1 Current State (March 13)
- 2 Future State Visioning (March 20)
- 3 Future State Visioning (April 3)
- 4 Refine Prototype (April 10)
- 5 Meeting with the Office of the State Architect (May 8)
- 6 Project Management Dashboard Demo (May 30)

## Current State Themes



**Policy.** The Capital Projects function is governed by numerous stringent statewide policies that impact all state agencies. As such, there is relatively little flexibility in their operations.









**Business processes.** Manual processes and paperwork, including information sharing with state agencies, can feel burdensome to units with leaner staff.



**Data and reporting.** Without a standardized project management and reporting framework across the system, system-level views of the capital projects portfolio are difficult to extract and analyze.







# Summary of Working Group Recommendations (1/2)







Members of the working group generated or endorsed these recommendations and group consensus supported presenting these options to the Task Force.

#	Recommendation	Category
CP 1	Increase system administration role in supporting unit offices on State Building Commission approvals	
CP 2	Increase unit office involvement in Construction Services Process close-out	
CP 3	Increase unit office involvement in Team Evaluations	
CP 4	Submit recommendations to modify capital outlay, maintenance, and lease/disposal approval thresholds	
CP 5	Clarify definitions of capital outlay vs. maintenance projects	
CP 6	Submit recommendations to revise the matching fund percentage requirement and sources that can be used to fulfill this requirement	

-  General Process
-  Systems
-  Forms / Documents
-  Policy
-  Coordination with Other Departments
-  Governance

# Summary of Working Group Recommendations (2/2)

#	Recommendation	Category
CP 7	Implement a system in conjunction with the state to streamline, standardize, and automate the project approval process and flow of information	
CP 8	Implement a project management system with automated and standardized processes rather than manual workflows and spreadsheets	
CP 9	Implement a standardized project reporting framework	
CP 10	Revise the Conflict of Interest form to define what is allowable context for bidders to know	
CP 11	Revise the existing designer selection process for minor projects	
CP 12	Design a risk management process with appropriate mechanisms to identify, quantify, and mitigate potential conflicts and issues	

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# Leading Practices – Capital Projects (1/2)

Deloitte further recommends that the UT System consider the following leading practices, which did not receive working group consensus but align with observed best practice in higher education and other industries.

Category	Opportunity	Estimated Implementation Kickoff
Business Practice	<p><b>Institute a process to conduct external design reviews on larger projects</b></p> <p>Above a designated threshold, a process to conduct external design reviews would help to reduce design errors, omissions, and downstream cost growth due to increased change order activity. Additionally, such reviews can reduce project costs by suggesting cost-effective design alternatives and value engineering options.</p>	Next 12-18 months
Business Practice	<p><b>Implement an early payment discount on services and construction contracts</b></p> <p>Current A/E fees are determined by a schedule rather than a process of negotiation with the firm. Opening the doors for early payment discounts at the time of solicitation could result in better financial terms for UT.</p>	Next 12-18 months



# Leading Practices – Capital Projects (2/2)

Category	Opportunity	Estimated Implementation Kickoff
Business Practice	<p><b>Advocating for alternate project delivery methods not currently utilized, like P3 or design-build, may provide additional value.</b></p> <p>Current contract vehicles do well to serve most stakeholder needs, but alternate project delivery methods may be beneficial in emergency situations with compressed timelines, high-risk projects, etc.</p>	Next 1-3 years

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# Information Technology

# Summary of Information Technology

The Information Technology working group emphasized ongoing collaboration efforts and the need to ensure the IT function aligns with the business needs of the larger university.

## Overview

The Deloitte team conducted four workshops with the working group.

- 1 Current State (April 8)
- 2 Future State Visioning (April 17)
- 3 Future State Visioning (April 22)
- 4 Refine Prototype (April 29)

## Current State Themes



**Decentralization.** The Information Technology function is decentralized across the system, with each entity largely independently delivering its own services.







**Relationship-based.** While the local entities do identify opportunities to collaborate on contracts or implementations, this collaboration is largely based on existing relationships rather than any kind of formal governance structure.



**Siloed.** Even among the entity CIOs, it can be difficult to obtain a holistic view of systemwide infrastructure of IT areas such as the Active Directory or storage.

# Summary of Information Technology Recommendations (1/2)

Members of the working group generated or endorsed these recommendations and group consensus supported presenting these options to the Task Force.

#	Recommendation	Category
<b>Enabling Areas</b>		
IT 1	IT/ Business Mission Alignment	
IT 2	Formalize IT Governance Structure	
IT 3	Strategic Planning	
IT 4	IT Talent Budget	



General Process



Systems



Forms / Documents



Policy









Coordination with Other Departments



Governance

# Summary of Information Technology Recommendations (2/2)

#	Recommendation	Category
<b>Functional Initiatives</b>		
IT 5	Data Governance Initiative	
IT 6	Active Directory, Identity Management, and Authentication Initiative	
IT 7	Business Intelligence and Reporting Initiative	
IT 8	Security Standards and Policies Initiative	
IT 9	Cloud Migration and Management Strategy	
IT 10	Network and Infrastructure	
IT 11	Academic and Instructional Technology	
IT 12	Pre-ERP Planning Initiative	

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# Leading Practices – Information Technology (1/2)

Deloitte further recommends that the UT System consider the following leading practices, which did not receive working group consensus but align with observed best practice in higher education and other industries.

Category	Opportunity	Estimated Implementation Kickoff
Organization	<b>Stronger Coordinated Governance</b> Create a process and body to formalize the identification of system-wide funding needs and sources for the priorities outlined in the strategic plan. Ensure cross-functional leadership input such that IT decisions are driven by the business and mission needs of the System, in the context of the most efficient and effective solution.	Next 12-18 months

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# Leading Practices – Information Technology (2/2)

Deloitte further recommends that the UT System consider the following leading practices, which did not receive working group consensus but align with observed best practice in higher education and other industries.

Category	Opportunity	Estimated Implementation Kickoff
Organization	<p><b>Centralization and Strengthening of the IT Function</b> Working through the governance group defined above, focus on rationalizing IT spend across the system and reducing duplication and redundancy. Leverage the scale of the full System to provide robust security practices, effective application solutions, and strategic IT leadership and guidance to all institutions, which maintaining appropriate geographic presence to meet end-user needs.</p> <p>Initially, consider the following incentive mechanisms:</p> <ol style="list-style-type: none"><li>1) Explore coordination between IT reporting lines to allow for better collaboration and consolidated leadership. Leverage governance, SLAs and metrics tracking to ensure effectiveness.</li><li>2) Redesign the funding model to create a more significant centralized funding source to allocate toward strategic system-wide priorities and ubiquitous services.</li></ol>	Next 1-3 years

# Communications & Marketing



# Summary of Communications & Marketing

The Communications & Marketing working group focused on opportunities for increased collaboration, including shared strategies and vendor contracts.

## Overview

The Deloitte team conducted three workshops with the working group.

- 1 Current State (April 16)
- 2 Future State Visioning (April 30)
- 3 Refine Prototype (May 7)

## Current State Themes



**Collaborative.** The entities regularly share best practices and professional development opportunities.









**Independent.** The system has not fully developed a strategy around joint communications. The units tend to operate according to their own strategic objectives rather than in concert with the larger group, leveraging their own sets of resources.



**Technology.** The units each have their own technology platforms, with a few exceptions in which smaller units can piggyback on a UT-Knoxville contract. Additionally, a number of units have not been able to dedicate resources to audience research or analytics.

# Summary of Communications & Marketing Recommendations (1/2)

Members of the working group generated or endorsed these recommendations and group consensus supported presenting these options to the Task Force.

#	Recommendation	Category
CM 1	Select an annual communications theme that is reinforced throughout the year by various communications stakeholders and media across the system	
CM 2	Gain clarity on the distinctive brand identity and key representatives for the Knoxville campus versus the system administration	
CM 3	Establish standards of terminology and references to individual campuses, institutes, and the system	
CM 4	Review public records request policies and procedures and identify any potential change recommendations	
CM 5	Expand professional development programming to include external opportunities including conferences and industry associations	
CM 6	Conduct an annual communications strategic planning workshop to define collaborative communications activities	



General Process



Systems



Forms / Documents



Policy















Coordination with Other Departments



Governance

# Summary of Communications & Marketing Recommendations (2/2)

#	Recommendation	Category
CM 7	Share innovative ideas and risks/failures across the system at biannual in-person communications meetings with campus communicators	
CM 8	Streamline public record request processes by enhancing system communications and coordination	
CM 9	Clarify or develop further guidance regarding information transparency and preservation standards	
CM 10	Establish strategic community relations functions at all campuses/institutes (where such a function does not exist) and at the system level in order to achieve key organization goals within the strategic plan	
CM 11	Explore opportunities for common resource sharing, including technology and contracts	
CM 12	Conduct a shared audience research initiative	

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# Leading Practices – Communications & Marketing

Deloitte further recommends that the UT System consider the following leading practices, which did not receive working group consensus but align with observed best practice in higher education and other industries.

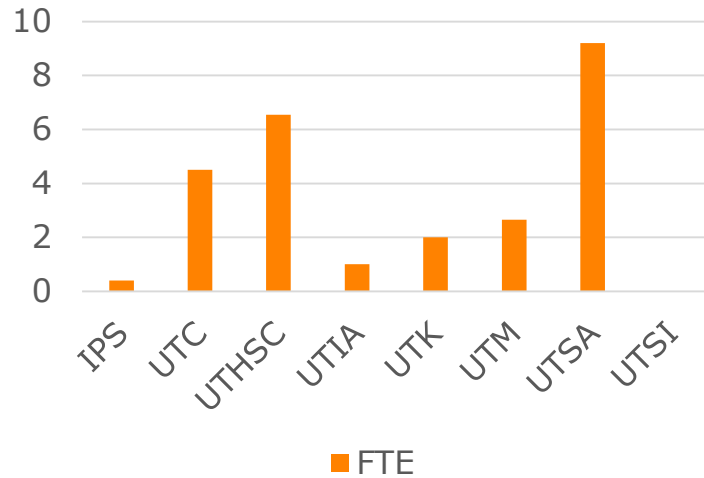
Category	Opportunity	Estimated Implementation Kickoff
Organization	<p><b>Create a community of practice, encompassing all individuals participating in communications and marketing</b></p> <p>Each entity has a significant number of local communicators who are not formally part of the communications and marketing team. Creating a community of practice offers that opportunity to share best practices and collaborate on important initiatives.</p>	Next 6 months
Organization	<p><b>Explore governance structures, including dotted reporting lines, to align system and campus/institute offices</b></p> <p>As the system considers developing a shared communications strategic plan, better defined governance structures should be put in place to help support accountability to both the individual campuses as well as the mission of the System as a whole.</p>	Next 12-18 months

# Current Staffing Resources

# Current Staffing Resources

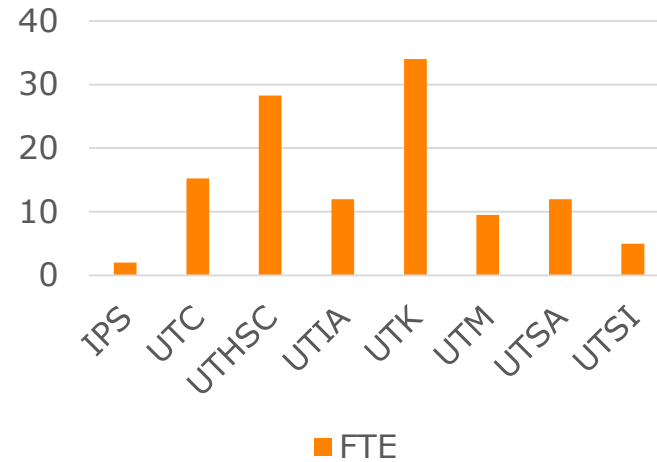
Staffing numbers were self-reported by the working groups.

*Procurement & Contracting Staffing*



Unit	FTE
IPS	0.4
UTC	4.5
UTHSC	6.55
UTIA	1
UTK	2
UTM	2.65
UTSA	9.2
UTSI	0

*Human Resources Staffing*

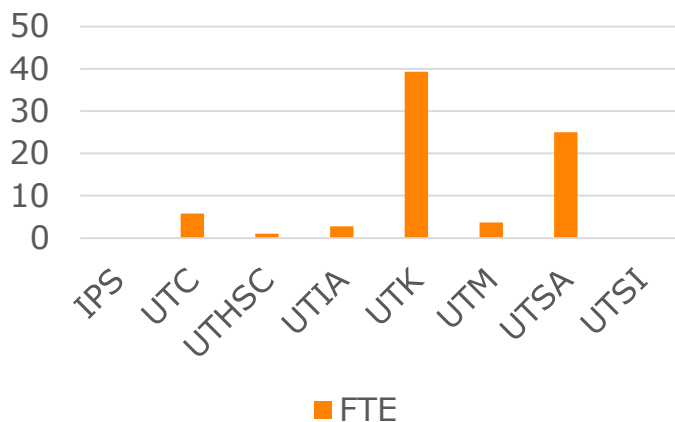


Unit	FTE
IPS	2
UTC	15.25
UTHSC	28.25
UTIA	12
UTK	34
UTM	9.5
UTSA	12
UTSI	5

# Current Staffing Resources

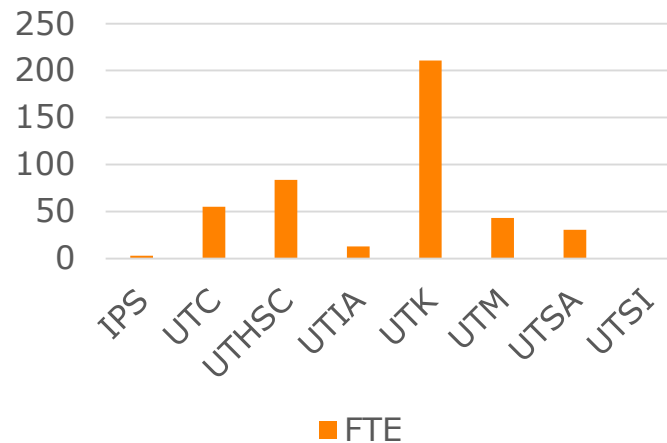
Staffing numbers were self-reported by the working groups.

*Capital Projects Staffing*



Unit	FTE
IPS	0
UTC	5.82
UTHSC	1.05
UTIA	2.8
UTK	39.3
UTM	3.65
UTSA	25
UTSI	0

*Information Technology Staffing*

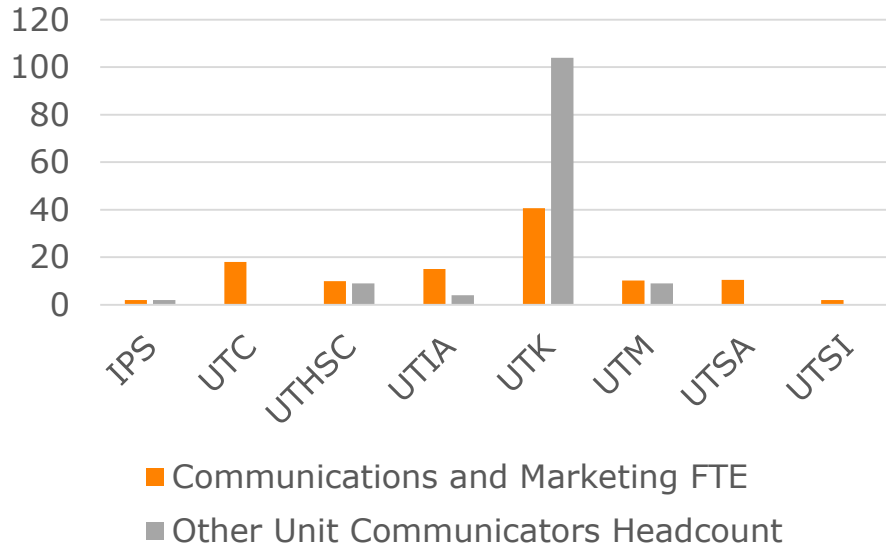


Unit	FTE
IPS	3.1
UTC	55
UTHSC	83.75
UTIA	13
UTK	210.75
UTM	43
UTSA	30.5
UTSI	0

# Current Staffing Resources

Staffing numbers were self-reported by the working groups.

*Communications & Marketing Staffing*



Unit	FTE	Other Communicators Headcount
IPS	2	2
UTC	18.05	0
UTHSC	10	9
UTIA	15	4
UTK	40.65	104
UTM	10.14	9
UTSA	10.51	0
UTSI	2	0



# Task Force for Effective Administration and Management

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Executive Vice Chancellor for  
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