



THE UNIVERSITY OF
TENNESSEE
SYSTEM

2023 OBJECTIVES

ENHANCING EDUCATIONAL EXCELLENCE

COORDINATE UNDERGRADUATE ADMISSIONS ACROSS THE UT SYSTEM

Develop a systemwide process that allows undergraduate applicants who receive denied communication from the UT Knoxville campus to simultaneously be admitted, if qualified, to the other UT campuses. We hope to enroll an additional 100 undergraduate students across UT Martin, UT Chattanooga, and UT Southern in the first year of this initiative.

GROW AND ENHANCE UT PROMISE

Increase year-to-year retention of current recipients by 10% with a focus on process and experience improvements; increase the number of eligible students at UT who receive UT Promise by 10%; increase the number of eligible student applications by 15%; and evaluate key program parameters such as minimum award and family income threshold to maximize program reach and student retention.

DEVELOP REQUIREMENTS FOR A COMMON STUDENT INFORMATION SYSTEM

Work with colleagues from across the UT System to select a consulting partner to develop the necessary requirements and data definitions for a common student information system.

STANDARDIZE UT SYSTEM'S UNDERGRADUATE ACADEMIC CALENDARS

In conjunction with the move to a common student information system (SIS), transition to a common undergraduate academic calendar across the UT System. This change would better align business processes, data collection and reporting methods across our campuses while also improving the campus change experience and enhancing the ability of students and faculty to take and teach online courses systemwide.

DEVELOP SYSTEMWIDE TRAINING FOR DEPARTMENT HEADS AND CHAIRS

Inconsistencies have been identified across the UT System in department head and chair training in a number of key areas. To address this, we will develop and facilitate training across the UT System in critical areas including annual evaluations; promotion and tenure; free speech; diversity and inclusion; cultural competency; roles and responsibilities; and mental health and wellbeing. Our goal is to offer a minimum of six systemwide convenings, engaging all administrators across all UT campuses.

INCREASE UT'S EDUCATIONAL FOOTPRINT WHILE ENHANCING STUDENT OUTCOMES*

Grow total enrollment by 1,800 learners systemwide; increase fall-to-fall retention of first-year undergraduate students by .80%

**Metrics determined as a per year increment of the 5-yr goals outlined in the UT Systemwide Strategic Plan (Strategic Plan metrics developed in collaboration with UT campuses).*

ESTABLISH THE UT GROW YOUR OWN CENTER AS A NATIONAL LEADER IN EDUCATOR PIPELINE AND APPRENTICE EDUCATION

In 2023, GYO will address the K-12 teacher shortage in Tennessee by enrolling 800 teaching occupation registered apprentices; launching pre-apprenticeship and instructional leader apprenticeship pilot programs; and growing the number of districts approved for apprenticeships from 25 to 50.

EXPANDING RESEARCH CAPABILITIES

STRENGTHEN AND GROW UT RESEARCH FOUNDATION

Starting with hiring a full-time president in January, we will strengthen the leadership team and talent at UTRF. We will also launch a venture seed fund and help to launch an independent venture fund, with \$5 million and \$30 million respectively.

STRENGTHEN AND GROW UT-BATTELLE PARTNERSHIP AND CO-MANAGEMENT OF OAK RIDGE NATIONAL LAB

During the first quarter of the year, we will hire a new generational director for ORNL. We will also hire a new vice president for national laboratory management to ensure UT provides oversight, support and partnership with the laboratory and Battelle like never before. This will position UT for a successful contract extension and dramatic increase in the research collaboration with the lab, which will help ORNL achieve its goals.

HIRE RESEARCH POSITIONS TO SUPPORT CAMPUS RESEARCH FUNCTIONS

With a new vice president of national laboratory management, an associate vice president for economic development and a compliance officer in place, we will need to hire support roles, including an associate vice president for research, to facilitate campus collaboration. Additionally, we will provide greater support in D.C. for federal funding opportunities.

CONTINUE DEVELOPMENT OF SYSTEMWIDE RESEARCH COMPLIANCE INFRASTRUCTURE

The Office of Audit and Compliance and the Office of the General Counsel will work with other system and campus partners to continue building out a robust systemwide research compliance and security infrastructure to support all campuses and institutes in their efforts to address increasing federal and state compliance obligations.

FOSTERING OUTREACH AND ENGAGEMENT

LAUNCH ONEUT GRAND CHALLENGES COLLABORATION GRANTS

In an effort to drive innovation and collaboration focused on our Grand Challenges, the UT System will launch a series of grants, totaling \$5 million, to incentive more rigorous collaboration that leads to new research, scholarship or creative activity of the highest value.

SUPPORT ESTABLISHMENT AND LAUNCH OF THE INSTITUTE FOR AMERICAN CIVICS

Support the UTK chancellor and the Baker Center in the selection of a new director for the Institute for American Civics and the development of programming as requested. Ensure early successes to affirm the current support from the state and position the institute for increased support in the future.

INCREASE ECONOMIC IMPACT TO MUNICIPALITIES

The Municipal Technical Advisory Service (MTAS) will increase its economic impact to the state's municipalities by 25% over 2022 (from \$6.2 million to \$7.7 million).

ENSURING WORKFORCE AND ADMINISTRATIVE EXCELLENCE

LEAD HIGHER EDUCATION CAPITAL PROJECT AND THEC EFFICIENCY MODERNIZATION

With other partners in higher education and state government, advocate for legislation that speeds development and reduces cost for building projects by making processes at State Building Commission and Tennessee Higher Education Commission more efficient while increasing transparency and accountability. Also, work to improve higher education's ability to deliver quality programs faster to market.

INNOVATION DEVELOPMENT OF UT CAMPUSES

In response to record demands for student housing at UTK, a capital project, in collaboration with UTK, will pursue the first public private partnership project for students housing. The effort includes engaging in a rigorous request for proposal process with leading national development firms. The UT System will include a detailed review of financial, business and operating terms to determine how to bring new housing online most effectively for students in Knoxville. UT System Capital Projects and UT Southern will collaborate to initiate the development of the inaugural master plan for that campus. This effort will create the roadmap for how we deliver the vision of the UTS strategic plan, which is currently in development.

IMPLEMENT DASH

By the end of 2023 complete the scheduled phases of Oracle Fusion Cloud ERP system. This includes completing design and blueprints, adopt and adapt stages, training needs assessment and early testing and validation. The project will remain on schedule and budget to go live July 1, 2024. Revise and create policies concurrently with DASH workflow development. In addition, continue working with locally governed institutions (LGIs) as they initiate their Oracle Cloud projects.

LAUNCH THE INNOVATION CHALLENGE

In early 2023, the UT System will implement a systemwide Innovation Challenge for all employees. The program will incentivize employees to provide their most creative ideas for improving the efficiency of operations. The University will be able to generate ideas that will result in calculable, "hard" cost savings. The program will also be able to generate several "small wins" that result in improved processes and improved customer service. Another positive consequence of such a program will be to promote internal communication, enhance employee involvement and empower employees.

IDENTIFY TOP RISKS FACING UT AND DEVELOP RESPONSE PLANS

The UT System Strategic Plan sets forth the goals and objectives the University intends to pursue through 2025. Key risk threats and risk opportunities to achieving the plan were developed by UT's enterprise risk officer (ERO) and the Strategic Plan Pillar leads. During 2023, the ERO will lead the development of response and monitoring plans to improve the chances of successfully meeting or exceeding goals and objectives.

**ENSURING COMPETITIVE
COMPENSATION**

UT System Human Resources will complete a full compensation analysis of our most critical job families (based on current data and recruiting pain points) to ensure competitive compensation packages. UT will participate in a minimum of three salary surveys that keep our access to external comp survey data updated and relevant.

**EMPLOYEE AND ORGANIZATIONAL
DEVELOPMENT**

By the end of 2023, UT System Human Resources, in collaboration with human resources officers systemwide, will review and align employee and leadership development programs to create a systematic and progressive training ladder from onboarding to throughout employees' careers.

**DEVELOP UTHSC CONSULTATION TO
AUGMENT UT CAMPUSES MENTAL
HEALTH AND WELLNESS SUPPORT**

Drawing upon the collective expertise of UTHSC College of Medicine Department of Psychiatry, College of Nursing, and Student Academic Support Service and Inclusion [SASSI], and availing of the recent (COVID propelled) growth and acceptability of telepsychiatry as a modality to remotely deliver mental health assessment and care, UTHSC will explore a contractual model, that is pragmatically and fiscally viable, to augment mental health assessment and better facilitate integrated local mental health care delivery for students, faculty and staff at each UT campus.

**INVESTMENT AND CASH MANAGEMENT
EFFICIENCY AND TRANSPARENCY**

Implement the University's first stand-alone endowment and unitization accounting software platform, enhancing the accounting, donor reporting and endowment-management functions; coordinate with the UT Foundation to improve accounting records and facilitate a permanent balance between the organizations. Consolidate and reorganize the University's banking relationships to improve internal controls and align with DASH Guiding Principles. Mature the University's cash flow forecasting capabilities to improve data used for the management of the University's cash management portfolio.

ADVOCATING FOR UT

OBTAIN 100% OF DIRECT UT BUDGET FUNDING REQUESTS FOR 2023

From three major capital projects to fully funding the formula to new funding for SMART and for UTHSC, it's all hands-on deck to support accomplishing this objective.

GROW STATE AND FEDERAL PARTNERSHIPS AIMED AT SOLVING GRAND CHALLENGES AND SUPPORTING AREAS OF STATE AND NATIONAL NEED

Increase direct outreach to state and federal agency leaders to secure partnerships such as:

- In partnership with Tennessee Department of Economic and Community Development and Tennessee Department of Transportation (TDOT), create a new initiative to dramatically accelerate Tennessee's leadership position in electric vehicle research.
- In partnership with the city of Knoxville and TDOT, secure funding for a new pedestrian bridge in Knoxville from the campus to South Knoxville.
- In partnership with Tennessee Department of Environment and Conservation, secure funding for the proposed WET Center at Lone Oak Farms, a new \$24 million facility to provide training and education to prevent and mitigate flood damage.

CATALYZE EFFORTS FOR TENNESSEE TO BE THE LEADING STATE FOR TRANSPORTATION AND MOBILITY INNOVATION AND RESEARCH

With key partners, develop policy blueprint and lead advocacy efforts to deliver unprecedented collaboration between industry, universities and state agencies towards mobility research and development goals.

PROVIDE UNMATCHED SUPPORT TO GOVERNMENT LEADERS IN POLICY DEVELOPMENT AND ANALYSIS

Preliminary goals include assisting government leaders with developing policy solutions to address talent recruitment of certain high-need occupations in Tennessee's rural and underserved populations.

LAUNCH GRAND CHALLENGE INITIATIVE

With our five campuses and two statewide institutes, UT is in a unique position to work together truly make an impact. Tying into Pillar 3 and Pillar 5 of the System Strategic plan, we will launch the Grand Challenge initiative to internal and external stakeholders with a systemwide communications and marketing strategy that showcases how UT is addressing grand challenges to benefit all Tennesseans. In addition, we will implement a statewide Grand Challenge Summit in middle Tennessee in the fall of 2024 to leverage talent across the system.

STRENGTHEN BRAND AWARENESS

Building on the success of the “Everywhere You Look, UT” mural campaign, the UT System Division of Communications and Marketing will secure an additional 15 murals for the campaign in strategic locations across the state to increase impressions by 50,000 a day with the ultimate goal of having a mural in all 95 counties by 2030. In addition, the team will identify opportunities for a paid advertising campaign to further extend the reach of the campaign to improve brand awareness and opinion of the University of Tennessee as a statewide system of higher education to 85% positive in 2023.

EVOLVE “EVERYWHERE YOU LOOK, UT” MARKETING CAMPAIGN

Develop, evolve and execute an evolution of the “Everywhere You Look, UT” marketing campaign to include an angle that promotes UT’s accessibility, availability and unique characteristics to optimize enrollment at all UT campuses. The campaign would demonstrate the unique characteristics of each UT campus and encourage prospective students to pick one of our campuses.

SUPPORT UT FOUNDATION TOWARD NEW RECORD FUNDRAISING YEAR

Work with the development staff across the state in key donor solicitations as requested with the plan of attaining \$400 million in private support, which represents a record year.