

## STRATEGIC PLAN REPRESENTATION

In 2007, UTC embarked on creating a major Strategic Plan that will guide the development of the institution for at least the next 10 years. Three task forces (Distinctiveness, Governing Ideas, and Environmental Scan) were formed, reporting to a larger University Planning Council. Eliminating student members, some of whom are still to be determined, five other groups made up the three committees and council: deans and higher administrators; department heads and directors; faculty; staff; and community leaders. Table 1 shows the membership of the task forces and council.

**Table 1. Strategic Plan Task Force and Council Membership**

Group	DTF	GITF	ESTF	UPC	TOTAL	% Total
Dean-Up Administrators	8	3	5	5	21/93	23%
Head-Director	8	4	4	7	23/93	25%
Faculty	10	3	3	2	18/93	19%
Staff	1	2	3	5	11/93	12%
Community	4	1	3	12	20/93	22%
TOTAL	31	13	18	31	93/93	100%

### Analysis of Membership

#### Administration

Forty-eight percent, or nearly half of the committees and council are members of the Administration (department heads, directors, associate and assistant deans, deans, associate and assistant provosts, provost, associate and assistant chancellors, chancellor, vice-presidents). Thus, administration is disproportionately over-represented on the committees.

#### Non-administrative Faculty

Only 19% of the membership of these committees and council are non-administrative faculty, representing the areas listed below. Thus, the faculty is disproportionately under-represented on the committees, as shown in Table 2.

**Table 2. Non-Administrative Faculty Serving On Task Forces and Council**

Area	No
Business Admin	4
Engineering & Comp Sciences	4
CHEPS	4
Behavioral Sciences	2
Humanities	2
Math & Sciences	2
Library	1
Fine Arts	1

#### Faculty Senate

Only 12% of non-administrative faculty who serve as Faculty Senators are represented on these committees, including the Senate President. However, since the Senate is the main representative body of the faculty, this would seem to be an under-representation, as shown in Table 3.

**Table 3. Number of Faculty Senators Serving on Task Forces and Council**

Faculty Senators (non-administrator)	5/42	12%
Faculty Senators (including administrators)	8/42	19%

There are approximately 42 active senators; thus, this represents only 5 out of 42, 12% of senators that are serving on these groups. The number only increases to 8 senators (19%) when administrators who hold faculty status and are senators are included. Since the Faculty Senate is the main representative group of the faculty, it would seem to be under represented on these committees and council, as well.

**Council of Scholars**

The Council of Scholars is a group of senior faculty who represent the top 10% of scholars at the University. It is the University's highest recognition for those who research, publish, engage in creative activities, and have national and international reputations in their fields. It's current membership includes 29 active full-time faculty. This group would appear to be an important one in determining UTC's future since it has the most recognition and the most far-reaching academic reputations and influence, outside the University. However, it has 0% non-administrative representation on these committees, and only one administrative representative, giving it 1% membership. Put another way, 0% of the non-administrative Scholars are represented; and only 3% are represented when administrative Scholars are included. This would appear to be a highly under-represented group.

Council of Scholars (non-administrator)	0/29	0%
Council of Scholars (administrator)	1/29	3%

**Method of Selecting Representatives**

The Executive Committee and Dean's Council apparently made recommendations to a Steering Committee and the outside consultant regarding the makeup of these committees and council.