

University Planning Resources and Advisory Council
Strategic Planning Initiative Reports
March 26, 2008
Morning Session 10:00-12:00
Chattanooga Room

UPRAC Members Present: Karen Adsit, Deborah Arfken, Jim Bowman, Richard Brown, Roger Brown, Richard Casavant, Matt Greenwell, Rick Hart, Valerah Hodges, Bob Lyon, Phil Oldham, Gavin Townsend

UPRAC Members Absent: Adam Cava, John Delaney, Joe Dumas, Lyn Miles, Vicki Petzko, Bill Staley,

EX OFFICIO Members Present: Chuck Cantrell, Terry Denniston, Richard Gruetzemacher, Debbie Parker, David Pittenger,

EX OFFICIO Members Absent: Jerry Adams, Mike Costa, Kayvon Sadrabadi

Others Present: Dee Dee Anderson, Herb Burhenn, Yvonne Kilpatrick, Tara Mathis (for John Delaney), Vanasia Parks, Michelle Rigler (for Tom Ellis), Jocelyn Sanders, Mary Tanner, Barbara Wofford,

Deborah Arfken began the meeting by thanking everyone for coming. She stated that the UPRAC Committee would be listening to the updates of each of the 28 Strategic Planning Implementation Committees. She informed UPRAC that the updates were to include 5 key questions:

1. Can you accomplish this step?
2. Do you need additional people assigned to your committee?
3. What resources, financial and other, does your committee need?
4. Are there other benchmarks that should be indicated?
5. What priority should this action step receive?

I.A. Deborah Arfken asked Herb Burhenn and Mary Tanner if they would start with **Action Step I.A. Expand current partnerships between students and external groups to provide a sense of purpose.**

Herb Burhenn stated that, yes, their committee could accomplish this step and that they did not need additional people at this time. The committee for their action steps would be defining relevant partnerships and learning experiences and putting together a survey to determine current levels of participation in these experiences. The committee hopes to get the first survey out by the end of April. Other resources would be determined once the results of the survey were received, and additional benchmarks would be determined at that time also. The priority ranking was seen as a 2.

I.B. Jocelyn Sanders was then asked to present Action Step I.B. Design distinctive educational experiences for students outside the classroom with faculty and staff.

Jocelyn Sanders stated that they felt that the committee could accomplish this task. The committee would be obtaining baseline data by June, 2008 and at that time would determine if additional information would be needed. The committee would like to add two additional members – 1 commuter student and 1 residential student. No additional resources were needed at this time but may emerge as programs are developed. No new benchmarks were added at this time and the priority ranking is 1.

I.C. Richard Brown and David Pittenger presented Action Step I.C. Provide institutional support to ensure a higher level of student success through better education/advising.

Richard Brown stated that he committee proposes to: 1).develop, recognize, and award excellent teaching and advising, 2).promote excellence in the liberal arts, sustaining a strong foundation in general education, 3).develop academic advising (scheduling) program to support student retention/graduation, 4).develop a student mentoring program/service to facilitate career/professional development, 5) develop a program to record mutual commitment between students and UTC for engaged, educational experience inside and outside classroom. Each step can be accomplished but will be an ongoing process. The committee will need to replace David Pittenger with a new member as David will be leaving UTC. Resources needed at this time would be between \$2,000 and \$5,000 to help with assessment surveys. No new benchmarks were added at this time, and the committee feels this initiative is a number 1 priority.

I.D. Richard Gruetzemacher and Debbie Parker presented Action Step I.D. Enhance accessibility of UTC to student of Chattanooga area and Tennessee.

Richard Gruetzemacher stated that the committee felt this task could be accomplished; in fact, some of the steps have been accomplished such as online, distance education courses and some evening and weekend programs. The committee discussed extending these programs in other areas and could and should start planning in the near time frame. There was much discussion regarding the provision of in-state tuition to NW Georgia and NE Alabama counties. It is now being done for junior and seniors, and the committee is looking into including freshmen and sophomores in the near future.

The committee would like to add Margaret Daniels and Joe Wilferth to their committee. The committee felt there may be some initial start up costs to complete their task but a dollar amount was not discussed. The amount would depend on the amount of tuition increase. Debbie Parker also stated that there may be a possible option of an off site alternative location such as Enterprise South (VAAP 291 acres). This would require financial resources on a long term basis for buildings, equipment, personnel, etc. The committee did not identify any new benchmarks at this time and felt the priority rank would be 1.

I.E. Phil Oldham presented Action Step I.E. Identify and support academic distinctive programs and administrative/support units.

Phil stated that the committee agreed this step could be accomplished and they did not need any additional people at this time. Phil stated the committee would need approximately \$500,000 in the FY 2010. Additional benchmarks discussed by the committee were: 1). develop criteria for distinctiveness -5/08, 2). identify and implement selection process – 09/08, 3). infusion of enhanced support to selected programs – FY10, and 4). market and assess programs – FY10 and beyond. Phil stated that this would be a work in progress. The committee felt this was a number 1 priority.

III.A. Tara Mathis presented for John Delaney on Action Step III.A. Promote existing UTC Office of Multicultural Affairs and its mission to: (a) create awareness of the Office and its programs, (b) generate interest in its activities, (c) increase attendance at its diversity events, and (d) integrate diversity training in campus life, ensuring diversity in all forms is addressed.

Tara stated the committee determined that the completed dates assigned to the benchmarks were achievable. UTC should know by the end of March if we will be able to hire a full-time director whose primary responsibility will be to help put the foundation pieces in place with which to construct a model Office of Multicultural Affairs for UTC.

Additional members needed would be a number of student leaders as ad hoc or full members of the committee. The committee also considered a faculty representative, and even alumni and community reps to provide a broadscope perspective on this complex task.

Additional resources needed are, in addition to the resources already listed (a full-time appointment; designated office location; program funds), the commitment to complete an initial Quality of Campus Climate survey and an ongoing regular assessment of the campus climate is requested. The committee recommends that an advisory group be established to plan the long-term development of the Office of Multicultural Affairs. The advisory committee will review existing programs in the state and region, review best practices in the field, CAS standards (professional association guidelines), and submit a proposal for the targeted development of the Office over the next three-to-five years. The proposal would be submitted to UPRAC through the appropriate channels for budget and implementation consideration.

The committee felt that no further benchmarks are required at this time and this initiative should be given top priority.

III.B. Yvonne Kilpatrick and Vanasia Parks presented Action Step III.B. Write a post-Grier Statement of Commitment to Diversity and Equal opportunity that is specific to UTC and tied to educational/academic mission of the University.

Yvonne stated the committee has agreed that they can accomplish this action step. They plan to complete the short-term goal of a completed post-Grier statement of commitment to diversity/access specific to UTC by the end of the spring semester 2008.

The committee determined that they do not need any additional people at this time but once they have drafted the statement they will distribute it to other committees in the Partnership for Diversity Initiative to ensure that they have covered all desired areas within the statement.

The committee concluded they may need to consult the resources of the UT System for post-Grier efforts. They would also need a copy of the UT System Draft Statement of Guiding Principles on Access and Diversity. Co-chairs Yvonne Kilpatrick and Vanasia Parks are actively seeking information on these needs.

Vanasia stated the committee concluded the following benchmarks should be added to their action step: 1) achievement of integrating diversity across the curriculum in every class, 2) achievement of creating a welcoming, supportive, and inclusive campus, 3) achievement of developing and strengthening partnerships with diverse communities in Tennessee and globally.

The committee feels this should be a top priority.

III.C. Barbara Wofford presented Action Step III.C. Support efforts leading to a diverse campus community by reactivating, renaming, and refocusing the Minority Affairs Committee and expand to include broader campus participation.

Barbara Wofford stated that the purpose of the Minorities Committee was to address campus concerns related to racial, ethnic, and cultural diversity and equity. The committee was charged to assist with the development of programs and activities which foster respect for and greater appreciation of human relations and pluralism. The membership of the committee is composed of faculty and staff members appointed by the Chancellor.

She concluded that with the development of the Women's Committee, a Diversity and Multicultural Affairs Committee, and yearly campus diversity training, it does not appear that the Minorities Committee needs to continue since it is a duplication of efforts.

III.D. Richard Casavant and Mary Tanner presented Action Step III.D. Recruit and retain a quality, diverse faculty, staff, and student body.

The committee believes the step can be accomplished, but it would be a long-term project. Mary Tanner stated that the committee would like to have an additional person from Athletics assigned to the committee.

The following resources were asked for by the committee: 1). resources for focus groups to study the climate and culture of the campus, 2). resources for a compensation study to be done, 3) funds to support committee attendance at the 2008 Annual Coalition of Urban and Metropolitan Universities (CUMU) conference scheduled for October 18-21,2008 in Kentucky. Estimated cost is \$1,300 per person.

Other benchmarks would include enhanced feedback from the University community regarding job satisfaction and an analysis of workload policy among faculty.

Mary Tanner stated that the committee gave this action step a priority one.

III.E. Matt Greenwell presented Action Step III.E. Expand integration of diversity training in academic curricula beyond single diversity courses.

Matt stated that the committee agreed the action step could be accomplished and it would be an ongoing process. The committee agreed they did not need any addition people on the committee at this time.

The committee proposes that the following benchmarks replace the initial proposed benchmarks: 1) institute a survey of extant diversity throughout the university, 2) determine standards by which diversity content in the curriculum can be meaningfully quantified and defined, 3) recommend catalogue language citations for courses with diversity content as primary focus, and 4) identify course sequences or groupings that could be identified as curricular modules focusing on diversity (perhaps an interdisciplinary minor).

The committee felt this action step was a priority 2 or 3.

III.F. Dee Dee Anderson presented Action Step III.F. Partner with the regional community in diversity program.

The three benchmarks and recommendations for implementation of each are as follows:

1. Increased number (annually) of external partners involved in campus diversity projects/activities. The committee determined that this benchmark is very dependent on the success and completion of other benchmarks within strategic goal III. In order to determine if this goal can be accomplished, the committee will need to know the current level of partnership and the amount by which the University wants to increase these partnerships each year.
2. Increased donor funding for campus diversity programs (mid-long). In order to determine if this goal can be accomplished, the committee will need to know the

current level of funding and the amount by which the University wants to increase these partnerships each year. The committee recommended reviewing the faculty staff donor campaign to see if diversity programming is a selection on the campaign card for faculty and staff. The committee has asked Pat Branam to submit to the committee available information pertaining to this goal.

3. Evaluation of partnering aiming to increase diverse opportunities for faculty, staff, and students (mid-long). The committee discussed that this benchmark is very broad and may need to be broken down into two different benchmarks: 1).One dealing with faculty and staff and one dealing with students, and 2) In order to determine if this goal can be accomplished the committee, will need to know current partnerships and will need to define what the University means by opportunities.

No additional benchmarks were recommended by the committee until current benchmarks are more clearly defined. The committee felt that a completion date could not be established until further information was provided and reviewed by the committee.

Priority 2 was assigned to each of these benchmarks.

III.G Michelle Rigler presented for Tom Ellis on Action Step III.G. Improve physical access to all campus programs/activities by designing, constructing and/or retrofitting facilities and infrastructure for maximum mobility.

Michelle stated that the committee felt it could accomplish this step within the next five years. The committee agreed that no additional members were needed to accomplish this step.

Additional resources would be determined at the completion of benchmark 1 and 2 and additional benchmarks were indicated to be: 1) to measure complaints received regarding physical access deficiencies reported to UTC offices of OSD and EEOC and 2) measure progress against items identified in benchmark 1 and 2.

The committee gave this step a priority 1 ranking.

Submitted by
Deb Montgomery
March 26, 2008