

University Planning Resources and Advisory Council
Strategic Planning Initiative Reports
March 26, 2008
Afternoon Session 2:00-4:00
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, Vicki Petzko, Gavin Townsend

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

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

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

Deborah Arfken convened the afternoon meeting by thanking everyone for joining the afternoon session. She stated that the UPRAC Committee would be listening to the updates of the remaining Strategic Planning Initiatives. She informed UPRAC that the updates were to again 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?

II.A. Phil Oldham presented Action Step II.A. Provide centralized administrative support to coordinate campus research efforts.

Phil stated that the committee felt they could accomplish this step with the recruitment of a new Associate Provost which is priority number one (1) on their list of benchmarks. They also want establishment of a new policy permitting units to carry-over F&A recoveries at the end of the year which they determined would be a priority one (1) also. The committee felt they did not need any additional people assigned to their group at this time and additional resources would be determined at a later date.

No new benchmarks were indicated at this time and the committee felt the priority ranking for this action step would be 2 with the exception of the items stated above.

II.B. Meredith Perry presented Action Step II.B. Identify, develop, deliver education/research initiatives that build on UTC strengths and meet needs and opportunities of the business, social, and educational communities of the Chattanooga region; assist regional community in identifying established or

emerging growth industries and societal issues; enhances their growth/development by creating appropriate U and G programs; identify/develop U and G programs that define new approaches/new fields based on UTC strengths.

Meredith stated the committee divided the Action Step into three items:

Identification of

1) existing/emerging UTC strengths/capacities and 2) existing/emerging community needs. Preliminary completion of this step is to be completed by May 1, 2008 and completion by Sept 30, 2008.

Development of

1) Strategic plans to build on UTC strengths/address community needs, 2) work groups to implement action plans, and 3) initiatives/plans/proposal.

Delivery of programs

The committee determined that no additional people were needed at this time to complete the action step. Resource and financial needs would be determined after the preliminary inventory was completed.

No new benchmarks were indicated at this time and the committee felt this action step should be a priority 1 rank.

II.C. Bento Lobo and Hugh Prevost presented Action Step II.C Expand existing and create new strategic global/international relationships/partnerships that enhance course offerings and faculty research/scholarships.

Bento Lobo stated the committee could complete the action step. They would like to make several recommendations to achieve this goal.

- Compile an inventory of current initiatives in this area - Campus-wide faculty/staff survey (Draft survey under review by Committee)
- Create a “Center for International Studies/Education” to centralize information and efforts in this area (Evaluation of current proposals)
- Restructure the International Studies minor to make it more accessible to students across campus
- Improve international recruiting
- Improve high school recruiting
- Provide additional resources to the University travel office to help facilitate international travel
- Increase resources for faculty international travel and course development
- Create an active foreign student alumni club
- Consider further Internationalization of UG and Graduate curriculum
- Create more scholarship funds for international students—undergrad and grad

Hugh Prevost noted the committee would like to add Dr Bryan Hampton to their committee. Addition resources and financial needs would be determined at a later time, but at this point and time none are needed.

Additional benchmarks indicated are as follows:

- Increase number of international students to pre 9/11 levels by Fall 2009 and increase thereafter 10% per year:
 - (Need to know pre 9/11 figures)—Spring 2008
 - (Compare UTC numbers with peer/sister universities)—August 2008
- Increase the number of formal UTC Exchange partnerships by 10% each year for the next five years;
 - (Need to know current figures)—Spring 2008
- Increase number of international exchange students 10% above 9/11 levels by Spring 2009 and increase thereafter 10% per year:
 - (Need to know pre 9/11 figures)—Spring 2008
 - (Compare UTC numbers with peer/sister universities)—Summer 2008
- Increase the number of students in international studies minor by 10% each year for next five years:
 - (Need to know current figures)—Spring 2008
 - (Compare UTC numbers with peer/sister universities)—Fall 2008
- Increase the number of international visitors and speakers on campus
 - (Need to know figures—some may come from survey tool)—Fall 2008
- Increase the number of international meetings/conferences/institutes held on campus
 - (Need to know figures—some may come from survey tool)—Fall 2008
- Increase the communication of international events on campus—ASAP
- Increase the number of research grants awarded for UTC international ventures
 - (Need to know figures—some may come from survey tool)—Fall 2008
- Compile list of all extant courses with *significant* international content---Fall 2008
 - (Faculty/Staff Survey may capture some of this information)

The committee assigned this action step a priority 1.

II.D. Lee Harris and Matt Green well presented Action Step II.D. Sustain programs of excellence in the arts that build on/contribute to cultural resources of the Chattanooga region.

Lee Harris stated the committee felt this action step could be accomplished, although sustaining the programs would be an ongoing task without a definite end date. The committee felt the addition of Bob Boyer to their committee would be of great value. The committee would also like to consider adding the Director of Cadek Conservatory of Music and the Head of Theater and Speech.

Matt stated the committee believed that the evaluation of existing public programs as they currently stand (Benchmark 3) should take place before they consider increasing the number of programs (Benchmark 2). The committee believes that identifying additional funding support to sustain and increase levels of programming would be a necessary additional benchmark. In attempting to identify the existing number of programs in the arts (Benchmark 1), the committee recognizes the need to develop metrics for indexing various types of programming and the multi-faceted partnerships that naturally follow.

He said, "These partnerships are, in many ways, more impactful than programming for programming's sake as it is in these partnerships that we are able to build audiences and to create a deeper appreciation for the role of UTC in Chattanooga Arts culture."

Lee stated that it was recognized that funding support was a primary limiting factor in any effort to expand partnerships in a planned and sustained way. Each arts program represented on the committee stated that it needs adequate funding, facilities and staff to accomplish the action step and that educational programmatic need often takes precedence over opportunities for outreach and partnerships beyond existing planned programming.

The committee felt this action step was a priority 1.

IV.A. Chuck Cantrell presented Action Step IV.A. Enhance the institutions role as a metropolitan university.

Chuck stated that the committee would be able to accomplish this action step. The committee felt that the new Academic Provost (when one was hired) would be a benefit to their committee.

No additional resource or financial needs were determined at this time. As far as new benchmarks indicated, the Office of University Relations is developing a Web-based database whereby departments can submit information toward documentation of engagement activities. It should be operational by May 1, 2008.

The committee agreed this action step should be a priority 1.

IV.B. Roger Brown presented Action Step IV.B. Develop and implement a resource allocation plan based on priorities set by the strategic plan.

The committee felt they could accomplish this task. It will be on-going. The first report would occur this summer after the official campus budget allocations have been received and UPRAC recommendations have been considered.

The Chancellor stated the committee will add members as they are needed. These may include staff from Business and Financial Affairs.

The committee felt that no resources were needed at this time, and an additional benchmark would include an annual presentation to UPRAC and the UTC community.

The committee felt this action step to be priority one (1).

IV.C. Deborah Arfken presented Action Step IV.C. Implement formal process (report card) for evaluating the institutions strategic direction, initiatives, action steps, and measurable outcomes on a yearly basis.

Deborah stated that the committee could accomplish this action step and would report at the end of each spring and fall semester. The committee felt that no additional members

were needed at this time. The committee felt that no additional resources or finances were needed at this time, but data needed to be gathered to set the benchmarks.

This is a number one (1) priority.

IV.D. Monty Wilson presented Action Step IV.D. Provide appropriate technology for high quality instruction and student, promote scholarly innovations, participate in economic development, and provide services to support faculty, staff, and students.

Monty stated that this is always an ongoing task. This step should be tied to technology advances in the discipline vs. calendar year. General and specific technology needs to be looked at and UTC needs to be able to sustain it.

The committee felt that Richard Brown and/or Bob Lyon should be added to the group for financial resource models. They would like to pull in people and departments for information and resources as they are needed.

The committee indicated the following benchmarks be added to their action step: 1) need to determine what technology should be provided at an institutional level, at a college level, department level and individual level and 2) need to include accountability benchmarks and a plan to re-evaluate, replace, and fund current resources.

This action plan should be a priority one (1).

IV.E. Barbara Medley presented Action Step IV.E. Cultivate and environment of openness, integrity, appreciation and inclusiveness in decision making that encourages university members to increase participation and achievements while seeking fully satisfied personal lives.

Barbara stated that the committee assigned to this action step agreed unanimously that it can be accomplished. The committee felt no additional members were needed at this time.

The committee agreed that the following resources were needed to accomplish this step, and it is imperative that the University invest in a baseline survey of faculty, administration heads, other administrative personnel, and the staff to ascertain their views on areas that relate to cultivating an environment of openness in decision-making. These areas include perceptions of the quality of work-life, diversity, and employee satisfaction on our campus. The proposed survey, with follow up focus groups, would address these areas. The baseline data from the proposed study would allow us to "know where we are today" in terms of how the UTC community feels about openness and inclusiveness in decision-making, and those factors that positively and negatively contribute to these views. It is expected that recommendations for improvement to the campus climate of openness in decision-making and related areas will be forthcoming based on the results from this study.

Barbara stated that a preliminary cost estimate for the proposed study in 2008 is \$25,000.

The committee feels this action step should be a priority one (1).

IV.F. Chuck Cantrell Presented Action Step IV.F. Articulate vigorously the institution's identity as metropolitan university to campus, region and state and aggressively communicate its quality, student-centered approach, accessibility, services, and successes.

Chuck stated that the committee felt this action step could be accomplished and the timeline is as follows:

- Development and implementation of a comprehensive integrated marketing plan—June 1 as deadline to have new plan written
- Survey results that demonstrate faculty, staff, and student understanding of metropolitan mission—Fall 2008 (if piggyback on other survey)
- Documentation of increased media visibility in community, state, and UT system regarding UTC's programs—On-going but we want to implement a clip service to measure July 1
- Increased # of applications from high achieving students who list UTC as their first choice—Fall 2009 would be first opportunity to measure
- Increased funding for UTC marketing—On-going
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The committee would like to add the following people: Cindy Carroll, April Cox, Chris Tanis, and James Hurley

The committee asked that the overall marketing budget be increased to \$150,000 to cover the \$75,000 being spent now for marketing and be able to allow for additional projects. The committee added a benchmark-Improve internal communication as measured by the UT employee satisfaction survey-to their list.

The committee felt this action step was a priority two (2) because other action steps need to be completed before this one can be accomplished.

IV.G. Jayne Holder presented Action Step IV.G. Expand ongoing alumni involvement and participation at all levels of university activities.

Jayne stated that the committee could accomplish this action step but would not assign an end date since this step would be constantly changing.

The committee felt that no additional people were needed at this time.

Other resources the committee felt were needed are as follows:

1) Financial resources would include operating budget large enough to meet the needs of alumni programming that would allow alumni office as well as other university departments to reach out to more alums in diverse ways; i.e., regional events, mailings, print publications. 2) There is a need for the cooperation of deans, directors, & dept. heads in assistance with distribution of alumni surveys, as well as a responsibility for

keeping records of alumni events, mailings, etc. hosted by depts. 3) A prepared survey to be sent to alumni. 4) Constituency lists

No further benchmarks were indicated at this time, and the committee gave this action step priority one (1).

IV.L. Rick Hart presented Action Step IV.L. Provide intercollegiate athletic programs that exhibit highest level of student academic success, integrity, and competitiveness.

Rick stated the committee felt that they could absolutely complete this task although it would be an on-going project. At this time the committee felt they did not need additional people assigned to the group.

Listed are a few of the resources needed to accomplish this action step: More staff, retention plan, flexible class schedules, summer school aid, post-eligibility aid, focus on tutoring, and adequate operational support.

The committee modified the benchmarks to better fit the action plan:

1) increased overall graduation rates (GSR and FED) by student-athletes (mid) 2) Increase/maintain APR scores which meet or exceed NCAA minimum thresholds in all sports (mid), 3) Increase/maintain APR scores which meet or exceed NCAA minimum thresholds in all sports (mid), 4) Increased overall annual home attendance, (short) 5) Increased overall annual home attendance (short), 6) Increase percentage of overall annual operating funding generated by Athletics initiatives (mid).

The committee believes this action step is priority one (1).

IV.H. Linda Collins presented Action Step IV.H. Connect the university to “environmental city” of Chattanooga to enhance distinctiveness by establishing it as the most environmentally sustainable campus in the state.

Linda stated the committee felt this action step could be accomplished, and they did not feel they needed addition people on the committee.

The committee felt the following resources were needed to accomplish the task: 1). preparation of revised campus master plan, 2). staff and time, 3). implementation of revised campus master plan, and 4). Funding for different projects, staff, training, equipment, hardscape/softscape, etc.

Linda stated that \$45,000 is needed to get help to ensure the UTC is a 100% EPA compliant institution.

No other benchmarks were indicated at this time and the committee felt this action step to be priority one (1).

IV.I. Phil Oldham presented Action Step IV.I. Aggressively recruit and retain faculty and staff of highest quality, committed to individual excellence and bringing distinctiveness to the university.

Phil stated the committee felt they could accomplish this action step and they did not need additional people for the committee at this time.

The committee is asking for an initial \$40,000 for FY09. Additional resources and benchmarks are as follows:

For recruiting: 1) Establish Central Pool for Faculty Start-Up Costs- \$200k by FY10, 2) Maintain Competitive Entry Salaries, 3) Produce Promotional Recruiting Materials - \$25k by FY09, 4) Develop Master Plan for Space/Facilities Needs - FY10, and 5) Energize Search Process - FY09

For retention: 1) Develop regional comparisons for administrative and academic compensation (short), 2) Maintain Competitive Salaries via Annual Raises, 3) Enhance New Faculty Orientation and Mentoring Culture - FY09, 4) Monitor 5-Year Retention Data - FY09, and 5) Commission Worklife Satisfaction Survey - \$15k in FY09.

The committee felt this action step should be priority one (1).

IV.J. Theresa Liedtka presented Action Step IV.J. Provide fiscal, library and other resources that support students/faculty/staff research, creative/scholarly activity.

Theresa stated the committee felt it could accomplish this by establishing appropriate benchmarks of achievement and creating a funding schedule. It is a matter of time, money, and priorities. The committee feels they have adequate representation and know-how to accomplish this action step.

Theresa stated that resources needed would be time, money, and making support for Library materials and other resource priorities. Due to inflation on materials, the Library is asking for an additional \$95,000.

Additional benchmarks to this action step are as follows:

- 1) Increase support for the expansion of the library collections, print and electronic journal subscriptions, and reference services (long-term)
 - Note: Strategic Initiative 4: Enabling Partnerships, Action Step D: Provide appropriate technology for high quality instruction and student learning” group redirected the above benchmark to group.
- 2) Use Annual Library Survey to establish benchmarks of achievements (mid to long-term)
- 3) Benchmark expenditures and staffing resource against THEC peers, UT Libraries, and other appropriate libraries to benchmarks for FTE expenditures and staff per students (short-term).
- 4) Establish wish-list of databases and full-text electronic index, gather price quotes, and establish target purchase dates, based on University funding commitments (short to mid-term),
- 5) Provide academic department’s database and other use statistics.
- 6) Work with academic departments to evaluate current journal, periodical, and standing order subscriptions to ensure

relevancy and use of materials, current journal, periodical, and standing order subscriptions to ensure relevancy and use of materials.(short to mid-term).

The committee felt this action step to be priority one (1).

IV.K. Deborah Arfken presented Action Step IV.K. Strengthen current graduate programs by increasing number and amount of graduate assistantships to competitive national levels.

Deborah stated the committee felt they could accomplish this action step and that no additional people were need to complete the task.

Additional resources needed are: 1) Request program coordinators to help identify current competition and 2) Use adjunct pay to support teaching assistants. Use indirect support from external grants to support research assistants.

No other benchmarks were indicated, and the committee felt this action step to be priority one (1).

IV.M. Richard Brown presented Action Step IV.M. Expand/enhances/diversify institution's financial resources and continue to engage in responsible stewardship of these resources.

Richard stated the committee could accomplish the step, and the date is ongoing and long term and no additional people were needed at this time.

The committee will ask for a 9.5% increase in tuition to accomplish some of the benchmarks and, if this accomplished, then no further resource are needed at this time.

The committee felt this action step to be a priority one (1).

Deborah Arfken thanked everyone for coming to this important meeting. She informed the UPRAC member present that the next UPRAC meeting will be the discussion of surveys needed by committees (what they will look like, what data will be included, how the information can be consolidated into fewer surveys and into a centralized location and how to access them) and what financial support is needed to complete the action steps. The financial information will then be presented to the Chancellor for his upcoming budget meeting.

Deborah Arfken stated "We want this strategic plan to go forward and we have gotten off to a good start."

Submitted by
Deb Montgomery
March 26, 2008