

**Faculty and Staff Convocation  
UT Chattanooga**

**Installation Week  
February 17, 2006**

**Distinguished faculty and staff of the University of Tennessee at Chattanooga, I am honored to be standing before you to make my first extended remarks on the state of the University as I see it and on my vision, values, and priorities for the coming months and years.**

**I fully realize how presumptuous it might seem for someone who has been here for all of 8 months to be speaking to you – some of who have been here for 30 years or more – about the university and its future. And speaking of “hubris” ...**

**A Texas rancher was touring East Tennessee recently. He happened to meet a Bradley County farmer and asked him, "What size farm do you have?"**

**The farmer proudly announced, "Thirty-five acres!"**

**"Thirty-five acres?" the Texan scoffed. "Why, I can get in my truck at 8:00 AM and start driving and at noon, I am still on my ranch. Then, I can eat lunch and start driving again and at 5:00 PM I am still on my ranch.**

**"Oh, yeah," the Tennessee farmer nodded in understanding. "I had an ol' truck like that once."**

**So, I will understand after I speak about my goals and aspirations today, if some of you say, “Yeah, I felt that way once, but I took an aspirin and lay down and the feeling went away.”**

**But, I believe that I was appointed as your Chancellor to listen to you, to learn from you, and to arrive at such statements of values and priorities in order to lead a community consensus toward some common goals. Therefore, today is the continuation of an active and ongoing dialogue among us all. We will not always agree, but I promise to engage in this dialogue in good faith and with the full belief that we all want what is best for our students, our colleagues, our institution, and our community.**

**I have already developed a deep sense of pride in my association with you. You are a talented, dedicated, and highly diverse faculty and staff. I will mention just a few of your incredible accomplishments here this afternoon. But I want to say to you all that I admire your work, and I respect your points of view, and I look forward to our future work together.**

**Let me set out a few disclaimers on what I will NOT say this afternoon:**

- **First, I will NOT announce a solution for how to get every faculty and staff member's salary to the national average this year. However, I will say to you that I commit to studying the salary compression patterns that you have called to my attention and to making serious and concerted efforts every year to reduce the gaps between what you earn and what you deserve to earn. Those efforts will begin with the budget that I will forward to President Petersen and the Board of Trustees this Spring.**
- **Second, I will NOT tell you that we can do everything at UTC and do it all equally well. Rather, I believe that we must make some tough choices among our goals and priorities in the coming years to match the reality of shrinking state resources and rising student tuition and fees.**
- **Third, I will NOT define for you the "mission" of the University of Tennessee at Chattanooga, because I believe that such a definition will come from our mutual conversation and careful thought about what UTC means to the region, what strengths we possess that can be focused on the pressing needs for higher education in Tennessee, and what is realistic and feasible for us to accomplish. However, I hope that some of what I say today will give you a good idea of what I -- as one individual - - think should be included in our mission statement and in our common vision for the University that we want to become.**
- **Let me share a few thoughts from a book I am currently reading entitled, "Remaking the American University: Market-Smart and Mission-Centered." The authors, faculty from Penn, Stanford, and the Great Lakes Colleges Association, working under the auspices of the Institute for Research on Higher Education, describe the current environment of shrinking government resources and stiff competition from "for-profit" colleges and universities, and they call**

for three urgent actions on the part of any university that wishes to succeed and thrive in this environment.

- **First, there is a constant need for administrators and faculty to continue to talk to each other. “In an enterprise that is caricatured as being obsessively devoted to talk, the larger truth is that today the members of academic communities do not talk enough. They do not talk to each other. They do not talk about values.” We are working hard at UTC to open dialogues among the campus community and to reach new understandings and consensus around our common mission and deeply held values. In large part, this is the purpose of the Installation Ceremony where we in the UTC family, along with leaders from around the state, and the broader Chattanooga community can celebrate the history, tradition, and values of the University and re-dedicate ourselves to the service of the city, the state and the region.**
- **This brings me to the second challenge issued by the authors of this book. They urge that we must: “Convene broad-ranging institutional discussions of the meaning and importance of civic engagement in a democratic society,” and they challenge us to ....”Model responsible citizenship through the institution’s own processes of academic governance as well as through engagement with its immediate neighbors.” I believe deeply in the role of the American university in civic engagement, the marketplace of ideas, and the gathering place for people of good faith from all political, religious, and philosophical perspectives to join forces for the common good.**
- **Finally, the authors caution that, “in order to model civic engagement and to pursue public purposes” the university must succeed in the market place. For only then can the university acquire the resources that it must have to achieve these lofty goals. We are truly fortunate to have the University of Chattanooga Foundation with its \$100 million plus endowment to help support our faculty and student activities beyond what the state or student tuition could possibly cover. In addition, we will continue to seek private and foundation support as well as federal grants and contracts to add value to our programs and excellence to our students’ academic experiences. I will say more about responding to our “market” later.**

## **Strategic Focus on Science and Technology Programs**

**After observing, listening, and analyzing UT Chattanooga's inherent strengths these past eight months, I have become firmly convinced that we must place intense focus over the next few years on building and enhancing our programs in science, technology, and mathematics. I am referring to a broader category of programs than just engineering and computational science, although those programs are incredibly important. I include also our work in other departments and interdisciplinary fields, like the health sciences, environmental and earth science, management information systems - and perhaps most important of all, science and math education for pre-K through 12 teachers.**

**Let me state a few of the assumptions behind my call for this focus on science and technology at UTC. I have relied on several sources for my talk, including the Center for Strategic and International Studies and its web-published research on the "Seven Emerging World Revolutions," and the Community Research Council of Chattanooga, under the leadership of David Eichenthal. David's outstanding community research and data base are a great resource to us all, and I am delighted that the CRC is relocating to our campus in the near future. I also commend to you a superb paper by Dr. Barbara Holland, Senior Scholar at the Center for Service and Learning, of Indiana University- Purdue University of Indianapolis, called "Scholarship and Mission in the 21<sup>st</sup> Century: The Role of Engagement." In my mind, the concept "engagement," a concept that we are still seeking to define for UTC, is illustrated and embodied in many of the examples I will use today:**

**For our individual futures and our nation's future, we must build Bridges between the old economy and the new Knowledge Economy. Some of those Bridges are the following:**

- **Bridge to "technology literacy"**

**Thomas Friedman in his Amazon.com interview about his book, "The World is Flat" said: "What I mean when I say that the world is flat is that sometime in the late 1990s a whole set of technologies and political events converged--including the fall of the Berlin Wall, the rise of the Internet, the diffusion of the Windows operating system, the creation of a global fiber-optic network, and the creation of interoperable software applications, which made it very easy for people all over the world to work together—and that leveled the playing field."**

**When Carolyn and I traveled in China over the past few years, we were stunned to see the pace of economic development and the work ethic that the 1.2 billion Chinese can bring to global competition.**

**Math, science, critical thinking: the new 3 “R’s”**

**Urgent need for UTC to be engaged in corporate/ industrial linkages as well as with pre-K through 16 educational institutions to train and retrain next generation of Edisons, Fords, Gates, Guerrys, DeCosimos, Probascos, Johnstons, and Luptons.**

**Pre-K – 16 education in America must be our new “space race” – In 1957, Sputnik electrified and energized this nation into a program of educational activity in mathematics and the sciences. What will be our response to the seven revolutions I described? Can it be any less?**

**According to the 2000 U.S. Census, in Hamilton County, 39,964 or 19.2% of persons 25 years or over do not have a high school diploma or equivalency. In the state, this number is 901,684 or 24.1%.**

**For the 2002-03 school year, Tennessee spent \$6,648 per pupil. The national per pupil expenditure was \$8,383. We must find a way to focus more resources and to make each dollar do more in order to close this gap.**

**In Chattanooga, the percentage of persons with a B.A. degree or higher was 21.5 % in 2000. In Hamilton County, 24% had a college degree. This compares to a total of 28% of all Americans who hold at least a bachelor’s degree. The attainment of a college degree now accounts for nearly doubling the income potential over those with a high school diploma according to recent U.S. Census Bureau data. Workers 18 and over with a bachelor’s degree earn an average of \$51,206 a year, while those with a high school diploma earn \$27,915.**

- **UTC students must be prepared to work in a global economy.**

**a. Mastering math and science maximizes opportunities in technology. I will strive to make UTC’s programs in math, science, and technology the strongest in the state and comparable with any in the country. According to many experts, we are losing our competitive edge in the world economy**

**because American students are not studying math and science in great enough numbers and are not entering the fields of employment that create new technologies to solve the critical world problems like those in medicine and health care, environmental threats, transportation, energy sources, and international business. I want to see our degree programs be state-of-the-art in both their content and their equipment so that you will be prepared the day that you leave here to make a contribution to your company, your community, and to the world.**

**b. Students preparing to educate our state's children will be an invaluable asset from pre-k through high school. We all have a favorite teacher, and we all know the impact a good teacher can have on the future of a child. We need some of our best and brightest students to become teachers to pass on a love for learning and an excitement and enthusiasm that can only come when you yourselves have mastered the field of study which you intend to teach. The days of having teachers be just one chapter ahead of the students in an elementary science class or a high school calculus class must come to an end. We cannot afford to have mediocre or poor elementary and high school educations while our competitor nations in the world are leaving us behind.**

**Computation: We should expect continued remarkable increases in processing speeds, especially as advances in molecular and quantum computing find practical applications. In addition to achieving new speeds, computers will become ubiquitous--throughout our workplaces and our homes (if those are not the same thing), on our bodies, and even in our bodies.**

**Genomics: In genomics, the first wave of advances will change the face of medicine by generating new levels of genetic diagnosis, new methods of genetic therapy, and, by 2025, germ-line therapy--which, in effect, will give us control over our own heredity. In addition, advances in the area of proteomics, the study of the body's proteins, will widen the pool of new medicines and cures.**

**Nanotechnology: The world is on the threshold of a period in which products will be far lighter, far stronger, and far more efficient. Current applications of micro-electro-mechanical machines are already extensive, ranging from controlling operations in cars to use in a variety of medical procedures. There is expected to be a movement from this technology to the molecular and even atomic levels. This will revolutionize materials science, chemistry, and physics.**

**If you have children or grandchildren under the age of ten, the introduction of genetic medicines and therapies could help many of them live to be 120 years old, maybe older...**

**According to Dr. Ralph Merkle, a leading nanotechnologist, "Nanotechnology will replace our entire manufacturing base with a new, radically more precise, radically less expensive, and radically more flexible way of making products"...**

**IBM has just produced, with organic molecules, a computer circuit so small that 200 billion of them could fit on a thumbnail...**

**Here in Chattanooga, these technology issues must translate directly into jobs.**

**Hamilton County experienced negative job growth in 2001 and 2002. Percentage net job growth for 2002 in Tennessee was -0.9%.**

**In 2001, the number of jobs in Tennessee decreased from by 41,549 to 2,602,082. In Hamilton County, the number of jobs decreased by 1,980 to 185,774.**

- **Therefore, we must focus on agility and innovation – in higher education, as well as in business**
- **New professions, jobs, and careers will emerge at an ever faster rate – and UTC must anticipate them and be ready to prepare our students for them**
- **Here are a few examples of emerging projects in Chattanooga that are collaborations of industry, government, and educational institutions like UTC .**
- **(TVA test track/ATTI; transportation efficiencies; hydrogen fuel cells – tomorrow morning's press conference with Congressman Wamp and city, county, and industry leaders))**
- **healthcare efficiencies – (BC/BS partnership with UTC to find cost reductions in insurance claims processing; exploring partnerships with**

**Unum Provident, Erlanger, Siskin Hospital, Memorial and Parkridge HealthCare Systems)**

- **Links between UTC and Oak Ridge National Labs over super-high-speed internet connections (SimCenter and College of Engineering will lead, but the sciences, math, nursing, and education will also develop these critical resources)**
- **Partnering with the Enterprise South, the Enterprise Center and other economic development agencies to deliver new industries and high-paying jobs to the Valley**
- **In order to make these partnerships successful and sustainable, lifelong education and intercollegiate partnerships will be essential (UTC partnerships with pre-K – 12 schools, Chattanooga State, Cleveland State, UTHSC– Memphis; Governor’s pre-K initiative)**
- **UTC \$3.6 mil grant for Early Childhood Education – [EXPLAIN]**
- **List of over 50 companies, gov. agencies, and non-profits who are hosting UTC interns right now**
- **Bridge to a Healthier Community**

**Some more of the partnerships we are proud of at UTC:**

**Chattanooga Health and Performance Institute—partnership between UTC and a coalition of local healthcare providers to support research in healthcare provision and wellness.**

**Athletic Training—operates with a partnership between UTC and a series of local health care providers and other sports users, such as Hamilton Sports Medicine, Memorial Hospital, McCallie School, Baylor School, Center for Sports Medicine, and Hamilton County Schools. UTC students gain experience performing athletic training functions and the providers extend their staff and services with the partnership**

**Several faculty members offer CPR and first aid workshops for local school teachers, church groups, and day care center staffs**

**UTC has a campus liaison for the Susan B. Koemen Race for the Cure, a showcase event for our community**

**Gene Ezell receives state funding to provide HIV/AIDS education to health care workers and educators across the state.**

**With support from the Centers for Disease Control, UTC has entered into a partnership with U.S. Express to provide health assessments for their employees, with particular emphasis on obesity and overall wellness. In support of the notion that a healthier workforce is a more productive workforce. It is in the interest of businesses to be concerned about the health of their workers.**

**New Occupational Therapy Program in partnership with Siskin Rehabilitation Hospital and UTHSC, and others**

- **Bridge between the generations**

**UTC faculty and staff know that Chattanoogaans and Tennesseans will have:**

**Longer working lives**

**Greater age diversity in the workforce**

**Necessity of understanding each other as valued colleagues**

- **Bridge between the physical campus and our students elsewhere**

**I intend to work with the Provost, the Deans Council, Council of Department Heads and Faculty Senate to study the creation of a new Division of Outreach and Metropolitan Education that will promote on-line, video-based, and other means of delivery to an increasingly non-traditional student body.**

- **Distance education programs; professional certificate programs, taking the education to our students where they are, at home, at work, on the road, or in Iraq**
- **Non-credit continuing education programs that serve community needs and spotlight faculty, staff, and student expertise**
- **Contract and fee-based projects that faculty and students will conduct with nonprofits, government agencies, and businesses that will benefit all participants**

- **We already provide lifelong learning opportunities through Elder Scholars, and other programs that are accessible, relevant, and grounded in our community. We will continue to build such programs to serve the needs of all members of the community – the young and older alike.**
- **Students must have other creative outlets available to them in addition to math, science, and technology. We must continue to produce artists, dancers, singers, and poets.**

**For those of us like me who do not have the talent to create these beautiful works of art and culture, the University must continue to find ways to nurture an appreciation of the arts and humanities so that we love them as part of our human experience. My very favorite courses in college were my Philosophy courses. It was a thrill to study some of the great thinkers and to learn some of the processes and techniques of how to think about a problem in new and surprising ways. I promise to keep the arts and humanities courses at UTC strong and exciting for you and future students.**

- **“The UTC Experience”**

**The college experience embraces much more than attending classes.**

**\*Student involvement creates possibilities for learning from fellow students, faculty, administrators and community leaders.**

**I want to see a highly involved student body with new student organizations evolving, new partnerships among organizations, new energy and excitement about being a UTC Moc. I want to take full advantage of the fact that we are the most diverse campus in Tennessee. I want to see diversity valued on the basis of race, gender, national origin, age and generation, and disability. I support the creation of a truly Multicultural Center that is inclusive and based on the principles of understanding among peoples, nations, countries, and neighborhoods.**

**I want to see big entertainment shows every semester and locally produced shows every week.**

**In our immediate community, I want to see 24-hour coffee shops and internet cafes, retail shops within easy walking distance for everything from food, to t-shirts, to CDs, to sports equipment, to cell phones, to dressy clothes.**

**I want to see a Wellness Center that will be better than any other fitness center in the city, and with an Olympic-size swimming pool.**

**I want our students to meet staff and faculty who are professional, helpful, patient, and focused on student success. I was deeply impressed earlier this year when the Faculty Senate began a frank and candid conversation among the members and with the administration over the issue of Retention and Student Success. It was noted that some small number of staff and faculty are not helping student to succeed and are even resentful of student demands as nuisances to be avoided. This is a problem on every college and university campus. But not every campus is willing to own the problem and take steps to solve it. I will work with you to define the scope and causes of such attitudes and to take steps to see that every student, as well as every staff and faculty member, is treated as a valued member of the community. It only makes good business sense, but more importantly, it is the right way to behave!**

**I want our students, faculty, and staff to have:**

- **Sense of Place: – strength from the land, rootedness, cultural awareness; how UTC partners with its neighboring businesses, industry, and institutions**
- Hill Craddock, professor of biology: Restoration of the American chestnut tree that were once abundant in our region; Disease resistant strain; Using students in research and even getting local citizens involved who are willing to grow the trees in their yards
- Dr. Ralph Hood, professor of psychology: The meaning of religion in Appalachia
- Biology turtle research: Through generous gift of the Lupton Renaissance Fund and partnership with Tennessee Aquarium; Turtle population along the Tennessee River; What we can learn about the river, what we are doing to it, and what it means for our future

- Group of marketing professors, led by Dr. Diane Halstead Helped develop and evaluate the Chattanooga Convention and Visitor's Bureau destination marketing plan following the travel drop after September 11
- Chattanooga Creek research; Dr. John Tucker and a team of students Chattanooga Creek federal Superfund site. Measuring contaminants in soil and small mammals. Significant contamination and potential hazards for human living in the watershed.
- College of Engineering Senior Design project Helped develop a plan to reroute vehicular traffic at Chattanooga Metropolitan Airport. The goal was to get cars in and out of the airport as efficiently as we do planes
- Music Professor Jonathan McNair Wrote "Passages" piece for the dedication of the Passages at Chattanooga's 21<sup>st</sup> Century Waterfront
  - **Sense of History: – What happened here? How did these ancient mountains and valleys shape what happened here? What is likely to happen here next?**
- Most have heard of Nick Honerkamp's work Excavating the Bluff Furnace site near the downtown side of the Walnut Street Bridge—Chattanooga's manufacturing history; Chattanooga Union Railyards, city's oldest rail yard—City's rail heritage. Underground Chattanooga documentary aired recently on public television
- A coalition of campus departments and community partners sponsor Symposium on the 19<sup>th</sup> Century Press, the Civil War, and Free Expression. This year was 13<sup>th</sup> annual. Brings scholars and history buffs from around the South to celebrate our city's heritage
- Professor of American Music Roland Carter International acclaim for his work with the Society for the Preservation of African American Music
- UTC Graduate Student Julie Joy Invited to present paper at research conference at the University of Liverpool; Explores Native American spirituality and the role of women

- **Sense of Identity -- What does it mean to be part of the UTC Family? Who is the Millennium Generation? The Information Generation? The Pod Generation? – or whoever it is that they will become?**
- Traditions are harder and harder to maintain, but they are so important as a part of our memories. – I have heard of the wonderful “Raven Society” fostered by Professor George Connor. And now, the memory is kept alive by the Connor Society!
- We who love UTC often speak of a tradition of winning associated with Athletics:
  - Shannon Womack, four-time All American and top student
  - All cheered Mindaugas Katelinas when he won the College Slam Dunk Championship in Spring 2004
  - Last Fall we had a winning football team, and the Lady Mocs are currently on an 11-0 win streak! We are seeing a surge in student spirit and student pride in their school.
- Patten Chapel where we convene the Installation Ceremony tomorrow morning is the spiritual heart of the campus and an important site for the community—Alpha Society (UTC highest academic honor society), Honors Days, weddings, funerals, and special ceremonies.
- After 9/11, the Chapel was the site of both public and private prayer and contemplation
- UTC is proud to support new traditions in the community, like Southern Writers Conference brings writers and readers to Chattanooga every two years and coming soon the Young Authors’ Conference
- Challenger Center, helping spark interest in math and science in young students through the adventure of space exploration
- UTC Business professors recently published a research paper on the storage of email. May not sound important, but has significant consequences for business, journalists, historians, public policy professionals, and law enforcement.

- Just two examples of how the urgent needs extend from the one email in cyberspace to exploration of the universe.
- **Sense of Purpose – What will I do to make a difference? How will I maintain and improve the quality of life in my family, my church, my community? What will I give back to my city, my state, my nation?**
- Faculty members in disciplines as diverse as engineering and journalism, Worked with the local Girls Inc. in its Thinking SMART Academy. One group helped young women design development projects for the new Chattanooga Waterfront; The other group published a newspaper with the young women’s writing. Both teams opened doors to new prospects for the young participants.
- Dr. Irven Resnick, Chair of Excellence in Judaic Studies coordinated the powerful and moving “Living On” Holocaust survivors exhibit. Dr. Resnick was just Awarded his third National Endowment for the Humanities grant to teach an international summer institute at Oxford on inter-religious understanding.
- SimCenter
- 90<sup>th</sup> greatest computing power in the world; 9<sup>th</sup> most powerful among U.S. universities
- Working with local trucking company to reduce drag on tractor trailers
- Even 1 percent reduction would save millions of dollars
- Other projects include work on an advanced technology fuel cell that could provide electrical power to an entire city. As I mentioned, we will demonstrate that fuel cell for the press and the public tomorrow morning at the SimCenter.
- College of Education
- Granted a \$3.6 million federal grant to develop Project REEL
- A regional training center for early childhood educators
- Appropriate education techniques and methods for children, even if that’s just holding, snuggling and reading.
- SCEA—Southeast Center for Education in the Arts Funded for 18<sup>th</sup> year of summer professional development workshops for teachers

Integrating arts across the disciplines using dance, theatre, music, visual art. Looking at paintings from colonial time to learn about the history of the time. Involves Teachers from across the South. They already have developed national teaching materials for video distribution with PBS.

- Dr. Gary Wilkerson and Dr. Greg Heath: Chattanooga Health and Performance Institute Grant from the U.S. Department of Health and Human Services Center for Disease Control and Prevention To study the relationship between employee health and healthcare costs for a business; particular attention to problems associated with obesity and benefits of prevention
- Just last month, Dr. Greg Heath was named by Governor Phil Bredesen to the state's Council on Physical Fitness and Health.
- Math professors Dr. Ron Smith and Dr. Ossama Saleh and Education Professor Dr. Deborah McCallister received grants from the Tennessee Higher Education Commission to improve teaching in mathematics in the region: Secondary Algebra, Statistics, and Calculator based mathematics and elementary number sense.
- **Sense of Urgency – Perhaps our most difficult and most important responsibility is to instill in UTC students the sense that there is no time to waste in preparing for a totally new world. Intellectual competition; the global economy; eroding superiority of American education and innovation; entrenched patterns of hatred, fear, oppression and war. We have it on our power -- and as our responsibility -- to lead our students – and to learn from them – to address these challenges with courage, determination, and high moral and ethical ideals.**

## The UTC Community

**I want to close with a couple of borrowed thoughts about “community,” because that is the way I see us, and it is the way I want us to work together.**

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**Please do not apply to me the famous quote by GROUCHO MARX:**

**I would never belong to a group that would accept someone like me as a member.**

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**But rather, I want us to strive to live by the following concepts of community:**

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**NOBEL LAUREATE ELIE WIESEL:**

**This is the duty of our generation as we enter the twenty-first century -- solidarity with the weak, the persecuted, the lonely, the sick, and those in despair. It is expressed by the desire to give a noble and humanizing meaning to a community in which all members will define themselves not by their own identity but by that of others.**

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**And George Bernard Shaw said:**

**I am of the opinion that my life belongs to the community, and as long as I live it is my privilege to do for it whatever I can.**

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**It will be my privilege to do all that I can for the UTC Community as long as I am privileged to be a part of you.**