

INSTALLATION ADDRESS February 18, 2006

Thank you, President Petersen, and would you all please help me again thank the wonderful Chattanooga Symphony and Opera String Quartet, Professor Roland Carter with the UTC Men's Choir, and you will hear shortly from Dr. Kevin Ford with the UTC Chamber Singers.

- **President Petersen, Trustee Driver, Dr. Rhoda, Senator Fowler, Mayor Ramsey, Mayor Littlefield, UC Trustee Card, President Prevost, President Rice, President Neal, President Brinkley, President Skadberg, Provost Burhenn, Members of the University of Tennessee Board of Trustees, UT system colleagues, Distinguished Academic Delegates from other sister institutions, UT Chattanooga Faculty, Staff, and Students, Members of Carolyn's and my family, and Dear Friends:**
- **[With all of these high ranking titles, I feel like I am addressing the United Nations...but please... no one declare war for the next hour!]**
- **Debt of gratitude to UC and UTC alumni**
- **Past and present university administration and faculty, including my friends and predecessors Chancellor Emeritus Fred Obear, and former Chancellor and Baylor School President Bill Stacy – would you please stand?**
- **Members of the UC Foundation Board of Trustees**

Welcome to this morning's celebration in the John A. Patten Chapel.

Here's a moment of campus history: In 1916, John A. Patten, head of the Chattanooga Medicine Company, died suddenly. He was a trustee and benefactor of our predecessor institution, Grant University.

Patten Chapel was a gift from John A. Patten's wife, Edith Manker Patten and her children.

Groundbreaking was held in 1917; Dedication in 1919. Built for \$75,000.

Patten Chapel has long been the spiritual heart of the campus and an important site for the community—for the Alpha Society (UTC's highest academic honor society), Honors Days, weddings, funerals, and special ceremonies.

After 9/11, this lovely, old Chapel was the site of both public and private prayer and meditation.

Today we celebrate with you the history and tradition of this fine institution of higher learning and re-dedicate ourselves to the service of the community.

The theme that we have chosen for this week's Installation is "Bridges to Excellence," and it is of course a recognition of the importance of the structures that span the rivers and creeks around the Scenic City. In your invitations and in today's printed program, as well as on the projector screens in the Chattanooga Ballroom last evening, you saw images of the bridges of Chattanooga taken by Sean Lofton of UTC's Office of Public Relations.

Bridges symbolize the challenges and opportunities that are before us here in Chattanooga and, indeed, in the United States today. This is a wonderful city with natural beauty, a spirit of forward movement, and a strong sense of place and tradition. But we will also face strong challenges here that will sometimes rival even the historic episodes that have shaped the city for the past two centuries.

Today, I will tell you about some of the bridges that UT Chattanooga has built for our students and to the community that we all share. Then I will tell you about some of the work that is ahead of us in this great endeavor that we call a metropolitan university.

We strive to build a Bridge to a Place called Chattanooga, by asking our students and ourselves questions like: – how do we draw strength from the land, what do we mean by "rootedness," and how should UTC partner with its neighboring businesses, industry, and institutions?

Some examples:

- Hill Craddock, professor of biology
- Noted for his research on restoration of the American chestnut trees that were once abundant in our region; He hopes to develop a Disease resistant strain; Using students in research and even getting local citizens involved 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 21st Century Waterfront
- Supporting Chattanooga’s **new** sense of place
- Sponsorship of the cre824 Web Conference, brought international focus on the city in the web development world
- Creation of the SimCenter to bring high tech research and development—and education for career development—to the region
- Riverbend Technology Institute’s offering workshops for High Tech Entrepreneurs

- **Bridges to the Times in which our Forebears Lived: – 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 19th Century Press, the Civil War, and Free Expression. This year was 13th annual. Brings scholars and history buffs from around the South to celebrate our city’s heritage
- Professor of American Music Roland Carter whose work you enjoyed earlier this morning has earned International acclaim for his work with the Society for the Preservation of African American Music and the American Spiritual.

- **Bridges of Discovery of Ourselves -- What does it mean to be part of the UTC Family? Who is the Millenium 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. – Many of you experienced or have heard of the wonderful “Raven Society” fostered by the beloved Professor of Literature 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:
- This year, Shannon Womack, became a four-time All American and top student in the sport of Cross Country racing
- Last spring we all cheered when UTC basketball star Mindaugas Katelynas when he won the College Slam Dunk Championship in Spring 2004. (a Lithuanian – for the benefit of my father-in-law, Louie and his sister Aunt Elsa.)
- Last Fall we had a winning football team, and the Lady Mocs are currently on an 20-0 win streak, the longest among women’s division I basketball teams in the U.S.! We are seeing a surge in student spirit and student pride in their school.
- UTC also is proud to be starting new traditions in the community, like the nationally renowned Southern Writers Conference which brings writers and readers to Chattanooga every two years and coming soon in the alternate years, the Chattanooga Festival of Writers, co- sponsored by the UTC English Department under the leadership of Dr. Verbie Prevost.
- UTC’s Challenger Center, with the help of space shuttle Challenger widow and tireless UTC supporter, Dr. June Scobee Rogers, is helping spark interest in math and science in young students through the adventure of space exploration.
- **Bridges to a New Purpose for Our Lives – What will we do to make a difference? How will we maintain and improve the quality of life in the family, the church, the community? What will each of us give back to our city, our state, our 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 for computational engineering has the 90th greatest computing power in the world; 9th most powerful among U.S. universities.

Working with local trucking company to reduce drag on tractor trailers, and even 1 percent reduction would save millions of dollars.

- Friday morning we held the first public demonstration of an advanced technology fuel cell that could provide electrical power to a home, your hydrogen-powered car, or to an entire city.
- UTC's College of Health, Education, and Professional Studies recently was awarded a \$3.6 million federal grant to develop 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 18th 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.

So, with all of these wonderful accomplishments to our credit, what lies ahead for UT Chattanooga and its evolving partnership with the city, region, our UT system partners, and the state of Tennessee? Let me set out a few of my goals and objectives that I will be working with all of you to achieve.

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.

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.**

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.

Students preparing to educate our state's children from pre-k through high school will be an invaluable asset. 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 when we could afford to have teachers be just one chapter ahead of the students in an elementary science class or a high school calculus class have long since ended. We cannot afford to have any mediocre or poor elementary and high schools while our competitor nations in the world are leaving us behind.

Therefore, we must focus on agility and innovation – in 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.

But 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. Chattanooga has a proud tradition of educating those who create art, music, and literature. UTC will continue to be a center for that creative energy. And 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. I promise to keep the arts and humanities courses at UTC strong and exciting for current and future students.

We must learn to use the advantages of educational technology to reach our students who will need quality higher education delivered where they work, live, or are performing military service. 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. We will work in close partnership with other UT campuses, for example with the successful distance education network of UT-Martin, and with our community college partners, especially Chattanooga State Technical Community College, and Cleveland State Community College.

- **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.**

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 students, faculty, and administrators at UTC to have frequent opportunities to work, play, and study with people from other countries and cultures. We need a more robust exchange student program to all corners of

the world in order to prepare our students for the world of international business, intercultural arts, and the explosion of innovation and creativity without regard to political boundaries. Most importantly, I want UTC students to learn how to solve the problems of hatred, prejudice, violence, poverty, and oppression that have erupted over and over again because of international mistrust and misunderstanding.

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.

In closing, I wish to say that I am privileged to have the opportunity to lead the University of Tennessee at Chattanooga into these challenging but promising times. With your help, support, and friendship, we cannot fail.

“My creed is that public service must be more than doing a job efficiently and honestly. It must be a complete dedication to the people and to the nation with full recognition that every human being is entitled to courtesy and consideration, that constructive criticism is not only to be expected but sought, that smears are not only to be expected but fought, that honor is to be earned, not bought.”

Margaret Chase Smith quotes (American Senator, 1897-1995)

Thank you.