

STRATEGIC PLANNING COMMITTEE AGENDA

January 16, 2008

Introductory Comments and Announcements.....Bob Holub

Subcommittee Progress Reports (*please limit to 5 minutes per subcommittee*)

1. Financial Aid and Admissions Richard Bayer
2. Disability Maxine Thompson Davis
3. Expansion of Facilities.....Denise Barlow
4. Expansion of Student Services.....Tim Rogers
5. Increased Instructional Capacity..... Todd Diacon and Susan Martin
6. Academic Expansion Karen Sowers and Way Kuo
7. Continuing EducationJan Williams
8. Alumni, Development and Communications.....Linda Davidson and Tom Milligan
9. Advising Needs.....Ruth Darling
10. Central Academic Programs for UndergraduatesTodd Diacon
11. Interdisciplinary Directions Caula Beyl and Way Kuo
12. Graduate Education..... Carolyn Hodges
13. Campus Climate.....Terrell Strayhorn
14. Research Productivity and Facilities.....Brad Fenwick
15. Economic Development..... Brad Fenwick
16. Engagement.....Tom Milligan and Brad Fenwick
17. Globalization and Interculturalism Mary Papke

NOTE: Standard meeting times for the primary committee are set up for the third Wednesday of each month at least through May, 2008.

Next Meeting

Wednesday, February 20, 2008, 4:00 – 6:00 p.m., UC Executive Dining Room

Strategic Planning Committee Members
Roster for 01/16/2008

Barlow, Denise	Maples, Jeff
Bayer, Richard	Martin, Susan
Beyl, Caula (<i>unable to attend</i>)	Milligan, Tom
Cook, Nicholas	Monroe, Anita
Cronan, Joan (<i>absent</i>)	Nolt, John
Cunningham, Donald	Papke, Mary
Darling, Darling	Patterson, David
Davidson, Linda	Rader, John
Diacon, Todd	Rogers, Tim
DiPietro, Joe (<i>unable to attend</i>)	Simek, Jan (<i>absent</i>)
Dunne, William	Sowers, Karen
Fenwick, Brad	Stoner, Ken
Fortenberry, Dee	Strayhorn, Terrell
Geier, Rita (<i>unable to attend</i>)	Thompson Davis, Maxine
Gross, Lou	Tucker, Richard
Hamilton, Michael (<i>unable to attend</i>)	Williams, Jan
Hodges, Carolyn	York, Anna
Kuo, Way (<i>unable to attend</i>)	

STRATEGIC PLANNING SUBCOMMITTEE REPORTS

(for January 16, 2008)

General Guidelines

- Begin activity as soon as possible.
- Before the holiday break, assemble a small group drawn from the SPC and other places on campus to deal with the central issues.
- Communicate among committees to share information and expertise.
- Consider all levels of campus population (faculty, staff, undergraduate and graduate students).
- Focus on desired outcomes and what we need to do vs. boundaries of organizational chart.
- Identify barriers and ways to remove/minimize them.
- Report progress in written form on a monthly basis (submitted to Linda Broyles by the Monday prior to the Wednesday meeting of the SPC).
- Aim at a first draft of the plan by the March meeting [*now extended to May*] of the SPC.
- Contact Linda for assistance in data collection and other information.

Six Principles

- 1) Access for students at all levels of higher education
- 2) Student success in achieving progress and appropriate degrees
- 3) Research activity as measured by scholarly output and grant activity
- 4) Economic development as evidenced in activity contributing to the fiscal wellbeing of the state
- 5) Educational outreach to ensure accessibility to university resources for a great number of citizens
- 6) Globalization measured by the connectivity of the campus with the rest of the world and the preparation of students for participation in the global economy

Three Themes

Accessibility

*Quality and
excellence*

*Diversity and
inclusiveness*

1. Financial Aid and Admissions

Foci

Model for achieving 25,000 undergraduates and 8,000 graduates
Community college access
Shift to need-based financial aid
Summer bridge programs
Recruiting
Diversity of pools (including community colleges)
Demographic trends
Lottery scholarships
Student systems (IT)

Chair: Richard Bayer

Enrollment Services Staff

Nancy McGlasson
Jeff Gerkin
Jim Post
Heather Hatfield
Monique Anderson

Faculty

Rachel Chen

Minority Student Affairs

Tierney Bates

OIR

Donald Cunningham

OIT

Joel Reeves

Report: We spent some time going over the background of the SPC and reviewing our specific topics (see above). After talking with Vice Chancellor Barlow, it was decided that her subcommittee would focus more on infrastructure and that I would add the student systems portion of IT to our list of topics. A meeting timetable was established throughout the remainder of the semester.

Committee members were assigned to topics and a point person (responsible person) appointed. The responsible person will submit in writing a brief report of their work at each of our meetings. Committee members were expected to help when called upon by the responsible person. Our next meeting is scheduled for January 23 and written reports are due.

The Committee spent time discussing in very general terms where data might be available for their research, i.e. WICHE, THEC, TBR, OIR, etc.

Model for achieving 25,000 Undergrads and 8,000 grad students – Don Cunningham

Community College Access – Kathy Warden

Shift to need based financial aid – Jeff Gerkin

Summer Bridge Programs – Tierney Bates

Recruiting – Nancy McGlasson

Diversity of Pools – Nancy McGlasson

Demographic trends – Jim Post

Lottery Scholarships – Jeff Gerkin

Student Information Systems – Monique Anderson

January 17, 2008

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2. Disability

Foci

Planning for disabled students with increased population
Communication of accommodations
Appropriate levels of staffing

Chair: Maxine Thompson Davis

Betsey Creekmore, Senior Assoc. Vice Chancellor for Finance and Administration
Mike Sherrel, Executive Director, Facilities Services
Mike Herbstritt, Assistant Director Human Resources
Otis Stephens, Professor, College of Law
Jill Keally, Assistant Dean and Associate Professor, UT Library
Sarah Helm, Associate Coordinator, Disabilities and Careers
Alan Muir, Director, Career Opportunities for Students
Marva Rudolph, Director, Equity and Diversity

Pending:

Peter Foley, Deputy General Counsel
Donna Thomas, Associate Athletics Director
Valerie Hodge, Employee Relations Committee
Cynthia Walker, Exempt Staff Council

Update: January 15, 2008

- The first committee meeting was held January 4, 2008
- Reviewed the charge to the committee
- Decided not to focus on diversity and interculturalism but rather diversity as it relates to disability
- Added planning accommodations for faculty and staff to the charge
- Reviewed the Strategic Planning Overview document
- Distributed the UT Office of Disability Services Annual Report, the Council for the Advancement of Standards in Higher Education's (CAS) Disability Support Services Standards and Guidelines, disability services peer institution data
- Discussed best practices and the current needs of the Office of Disability Services
- Divided the committee into the following subgroups: 1) Facilities and Infrastructure 2) Services and Programs 3) Student Accommodations and Accessibility 4) Faculty and Staff Accommodations and Training and 5) Technology
- A small subgroup met on January 10th and January 14th to identify "barriers" and "needs" for each subgroup to address

The next meeting is scheduled on Monday, January 28th at 10:00a.m. Student Services Building Conference, Room 405

3. Expansion of Facilities

Foci

Student housing to accommodate 33,000
Academic buildings and sites
How to address Cherokee campus
Cost estimates for capital construction
Non-academic buildings and rationale
Renovation of existing facilities (plus deferred maintenance)
Program and timelines for construction of new facilities and renovation of existing facilities (assuming reasonable funding)
Green campus priorities and sustainability measures
IT issues

Chair: Denise Barlow

Oversight Committee*

Student Services

Ken Stoner*
Jim Dittrich
Rex Pringle
Terry Ledford

Academic and

Research/Engagement

Wayne Davis
Todd Diacon
Bill Dunne*
Joan Creasia
Barbara Dewey
Greg Reed
Betsey Creekmore
Jennifer Hardy
Brian Ambroziak

Administrative

Jeff Maples*
Mike Sherrell
Ruth Darling
Steve Keys
John Nolt
Employee Relations Committee

Other Entities

David Blackburn
Donna Thomas*
Mike Keel
Ron Loewen
Alvin Payne

Expansion of Facilities Subcommittee Update for January 16, 2008

The initial meeting of the Expansion of Facilities Subcommittee occurred on January 3, 2008. The subcommittee was broken into the following sub-subcommittees: Student Services, Academic & Research/Engagement, Administrative, and Other Entities. Each sub-subcommittee has a chair and was given a charge. The group was given an example of the action plan completed for a growth situation in the academic area. This resulting discussion highlighted many of the shortcomings of the example; the level of detail or complexity to incorporate in the plan; areas where information was needed from other subcommittees. The sub-subcommittees meet and prepare reports for discussion with the subcommittee. The subcommittee meeting dates are January 29th, February 20th, and March 19th.

Submitted by Denise Barlow
January 14, 2008

4. Expansion of Student Services

Foci

Need for increased staffing in student services

Capital construction needs for student services (in coordination with

Expansion of Facilities Subcommittee and Office of the Registrar)

Other increases required for servicing 33K

Chair: Tim Rogers

Emily Parker (Facilitator)

Safety

Dan Reilly, Chair

Chief Washington, Brian Browning,

Mark Smith

Health services

Jim Boyle, Chair

Victor Barr

Health services and counseling center professional staff

Records and data (transcripts, financial records, co-curricular transcripts)

Data Committee – Tim Kresse, Chair

Monique Anderson

Jamie Hogan

Joel Reeves

Russ Coughenour

Financial Committee – Mark

Alexander, Chair

Jonee Daniels Lindstrom

Brian Browning

Auxiliary services (Parking, Bookstore, Dining)

Brian Browning, Chair

Mark Alexander, David Kent, Tim

VanderMeersch, Mary Lynn Holloway

IT

Tim Kresse, Chair

Jerry Riehl, Bill Strickland, Joel Reeves or designee

Bill Strickland

Joel Reeves (or designee)

Student Affairs areas to report to

Student Services Committee

Residence life

Jerry Adams

Co-curricular life

Ron Laffitte

Rex Pringle

Denelle Brown

Career services

Russ Coughenour

Students

John Rader

Jamil Price

Amanda Blakewood

Expansion of Student Services Committee Meeting

Minutes– January 9, 2008

- **Welcome/Introductions**
Vice Chancellor Rogers discussed the Strategic Plan, the powerpoint and the 10 year plan.
- **Themes (Provost handout)**
 - Accessibility
 - Quality and excellence
 - Diversity and inclusiveness
- **Strategic Planning Process**
 - Assess needs and resources
 - Plan and design coordinated strategies with evidence of success
 - Logically connect these strategies to needs, assets, and desired outcomes
 - Measure and evaluate the process and outcomes

- **Student Services Sub-Groups**

FOCI: Need for increased staffing in student services; capital construction needs for student services; other increases required for servicing 33K students

Incorporates: Safety, judicial affairs, health (physical/mental) services, educational records (transcripts, financial records, co-curricular transcripts), residence life, co-curricular life; auxiliary services (parking, bookstore, dining), career services, etc.

- Safety
- Health services
- Records and data
- Auxiliary services
- Information technology
- Human resources
- Other areas
 - Residence life
 - Co-curricular life
 - Career services

- **Student Affairs Report Format**

- Programs vs. metrics
- Best practices

- **Notes from Discussion**

- Discussion of the 17 Sub Committees and potential overlap
- Discussion of the membership on the other committees to assist in reporting
- ESSC members that are chairing sub groups will expand membership and report those names to Emily Parker
- Discussion of Report Format for the ESSC including excel file and the bulleted narrative of priorities
- Discussion of Peer Institutions and Aspirational Peer Institutions

- **Questions Raised**

- We currently have 21,126 undergraduate students and 5,670 graduate students. What portion of the projected undergraduate growth will be first year students and transfer students?
- How should we document the current deficit in personnel and resources before we outline the tactics to serve 33K students?
- If we identify that we need a new staff person, office space and other things for that person. Should all this be listed under the same priority number?

Excerpts from Provost Planning Summary

- **Framework for planning**
 - System guidelines for UT
 - Ten year timeframe
 - Access and success
 - Research and economic development
 - Outreach and globalization
 - Adopted appropriately for Knoxville campus

- **Themes**
 - Accessibility
 - Accessibility: “33 for Tennessee”
 - Maximizing campus capacity
 - Encouraging transfer students
 - Diversity of student populations
 - Proportion of graduate students
 - Quality and excellence
 - Quality must rise as well
 - Progress in post-docs, PhDs, research, etc...
 - Orient to best practices of public research universities (AAU)
 - Diversity and inclusiveness
 - Ready for the World
 - Diverse student, faculty and staff
 - Campus climate
 - Curriculum infusion
 - Campus events (co-curricular)

- **Undergraduate Student**
 - Transfer students
 - Diverse populations

- **Graduate Student Proportion**
 - Currently about 22% (6,000 of 27,000)
 - Grow to 24% (8,000 of 33,000)

- **Quality/Excellence**
 - AAU membership; 33 public US universities
 - Indicators: federal research funding; national academy memberships; NRC quality; awards, fellowships, and other membership; citations
 - Not expected in this 10 year cycle, after 10 years, re-evaluation

SOURCE: <http://provost.utk.edu/strategic/documents.shtml>

5. Increased Instructional Capacity

Foci

Number of faculty, lecturers, GTAs needed to increase instruction for 33,000 students
Approximate distribution of instructional faculty over departments
Questions of general education, including direction of program
Funding questions for basic skills courses
Plan for appointing faculty
Possible revisions to procedures
Governor's chairs and recruitment
Instructional technology
Diversity and interculturalism (in coordination with Globalization Subcommittee)
Challenge of recruiting tenured/tenure-track faculty in support of diversity

Co-chairs: Todd Diacon and Susan Martin

Don Cox
Bill Dunne
Alberto Garcia
Sarah Gardial
Rita Geier
Sally McMillan
John Nolt
Marva Rudolph
Jean Derco

The committee met on January 16 and discussed how to approach the list of bullet points in our charge. A summary of the discussion, arranged under three general headings, follows below along with points of discussion for our next meeting in approximately two weeks.

1. How are we currently supplying instruction and how effectively in terms of number and type of instructional faculty? What would it take to increase that number to accommodate 25,000 undergraduate students and 8,000 graduate students? (Bullet points 1-4)

- In order to begin to assess our instructional capacity, the subcommittee will collect data from several sources on the current number of tenured/tenure-track faculty, lecturers, and GTAs, distribution over colleges and departments, SCH production broken down by each group and across colleges and departments, class size, ratios of SCH/faculty, numbers of majors per college and department and other relevant measures. We will request the assistance of OIRA. As we progress in our consideration of instructional capacity, we will consult college planning and budget documents, which will become available shortly, in order to assess distribution of faculty over department and colleges.
- Todd Diacon will provide data on current basic skills and general education courses.

2. Faculty recruitment, hiring procedures, Governor's chairs programs, diversity/interculturalism and recruiting diverse faculty (Bullet points 5-7, 9-10).

- Marva Rudolph will bring to the subcommittee information on search policies from an advisory group to OED consisting of academic administrators.
- Bill Dunne and Susan Martin will provide information to structure a discussion of the Governor's Chair program.

3. Instructional Technology: What are our goals for acquiring, developing, distributing technology to assist classroom instruction (Bullet point 8)?

Jean Derco and Bill Dunne will provide information to structure a discussion about Instructional Technology.

6. Academic Expansion

Foci

Areas best suited to expansion to fulfill mission of flagship campus, to move toward first-rank university status
Justifications of same
Comparative data from other institutions
Outcome considerations
IT infrastructure
Demographics (e.g., aging)

Co-chairs: Karen Sowers and Way Kuo

David Patterson, Social Work
Itamar Elhanany
Richard Tucker, OIRA
Robert Osborne
Greg Tipps
Mike McNeil, Computing Systems Services
Liz Cummings, OIT
John Rader, SGA President

Interim Report
Academic Expansion Sub-Committee
UTK Strategic Plan
January 12, 2008

The Academic Expansion Committee has begun a draft report which outlines the areas for investigation. Each member of the committee has been assigned an area for study. The first meeting was held January 12, 2007. The committee agreed that the final draft will be vetted with a wider representation of the academic community before finalization. The beginning work on the report to date was submitted but not yet released for further dissemination.

7. Continuing Education

Foci

Directions for revenue-generating programs
Business model for Knoxville
Possible areas of expansion
Questions of technology
Interface with system distance learning initiative
Structure of continuing education on the campus

Chair: Jan Williams

Norvel Burkett, Assistant Vice Chancellor, Continuing Education
Tim Cross, Associate Dean, Extension--Administration
Carolyn Cuddy, Director, Center for Executive Education, College of Business Administration
George Hoemann, Assistant Dean, Distance Education
Mary Hodge Jinks, Associate Vice President, Institute of Public Service--Administration
Charles L. Norman, Professor, Agricultural Economics

The committee expects to meet during the week of January 21.

8. Alumni, Development, and Communications

Foci

Beyond the campaign (goals and activities)
Strategies for various constituencies
Structure of units on the campus
Interface with system offices and other units

Co-chairs: Linda Davidson and Tom Milligan

Dorothy Bryson	Pia Wood
Steve Catlett	Katherine Key
Brian Hardy	Dennis McCarthy
Brian Browning	Charles Houston
Tim Rogers	Kris Ann Hawkins
Emily Parker	Renee Johnson
Russ Coughenour (delegate for Tim Rogers)	Recorder Kelly Steele

The first committee meeting occurred last week, and specific assignments for the subcommittee members from Communications, Alumni and Admissions were given. The group agreed to create a matrix to list current strategies and tactics to reach identifiable audiences as well as any measurements or outcomes. From this start, the subcommittee plans to orient its work around a more comprehensive understanding of our engagement of key audiences, how we link this engagement to university strategies and priorities and to identify both current gaps and future opportunities from this understanding.

9. Advising Needs

Foci

Efficacy of advising on campus
Comparative data and best practices
Structure of advising
New directions in advising
Mentoring (in coordination with Graduate Education Subcommittee)
Advising for study abroad programs
Advising and mentoring of faculty (in coordination with Increased Instructional Capacity Subcommittee)
Diversity and interculturalism

Chair: Ruth Darling

Missy Parker – Director, College of Arts and Sciences Advising
RJ Hinde – Professor, Chemistry
Mary Albrecht – Associate Dean, College of Agricultural Sciences and Natural Resources
Tammi Brown – Associate Director, College of Business Administration Advising
Margie Russell -- Director of Advising, College of Engineering
Kathryn Saltzer – Associate Director, Chancellor’s Honors Program
Kristi Nelms – Assistant Director for Academic Programming, University Housing
Jennifer Hardy, Associate University Registrar
Michelle Stauffer, Director of Student Orientation

Students:

Lance Taylor, College of Business Administration
Adam Brown, College of Communication and Information Sciences
Brandon Morrow, College of Arts and Sciences
Hoda El-Ghazaly, Chancellor's Honors Program
Administrative Coordinator and Blackboard Manager:
Sharonne Winston, UT LEAD/Student Success Center

*Strategic Planning Sub-Committee: Academic Advising
Summary Report (Meetings held on December 20 and January 9)
R. Darling 1/16/08*

I. Membership (shown above, with the possible addition of other student members after holding related focus groups)

OTHER MEMBERS MAY BE ADDED TO THE INDIVIDUAL WORK GROUPS – SEE IV BELOW.

II. General Guidelines from the Provost (shown at beginning of this document)

III. Broad themes: *Accessibility, Quality and Excellence, Diversity and Inclusiveness*

Consider a 30% growth in population over a 10 year period – include a plan for how the University should address the increase.

Initial Charge from the Provost to the SPC Advising Sub-committee (may be altered based on discussion and information gathered). Consider the following and respond:

- Efficacy of advising on campus (Are we accomplishing what needs to be accomplished in the area of academic advising? Are we doing what we say we do? Are students learning what we say they should learn as a result of engaging in academic advising?)
- Comparative data and best practices
- Student population
- Structure of advising

- New directions in advising
- Academic advising and academic counseling (role of academic advisors vs. role of academic counselors and the collaborative relationship between the two)
- Faculty role (mentoring, faculty advisor development, value and reward)
- Diversity (in the broadest sense - consider staffing and staff/advisor development, responding to the needs of a diverse student population, and advising practices that emphasize diversity in academic planning and student experience)

IV. **Work group assignments/leaders**

The “leader” will serve as the convener for the workgroups and help facilitate the work of the group. All members will engage in examining best practices in the various assigned areas using the information for comparative purposes and for considering new directions and recommendations. Refer to the Strategic Plan Links information provided by Linda Broyles that is posted on the SPC Blackboard site. If advising is not a part of the plan, drill deeper into that specific University’s site for academic advising policy, structure, and programs. Also, please consult with your colleagues for additional resources/information based on experiences at other institutions.

The Provost has asked for university wide participation in the SPC sub-committees. Please ask other colleagues to assist you with your specific area. The members of the University Advising Committee will be invited to join a work group of interest – so you may have additional members. *As you add members to your group, please notify Sharonne Winston so they can be added to the Blackboard site and be included on the official SPC sub-committee roster.*

The following work groups/leaders and the specific work group issues are based on discussions held at the first meeting (12/20), the Provost’s charge, and member expertise:

1. Efficacy of academic advising at UT: Missy Parker (leader), Lance Taylor, other advising staff and faculty,
2. Structure and student population: Margie Russell (leader), Jennifer Hardy, other advising staff, faculty, enrollment services?
3. Faculty role: RJ Hinde (leader), Mary Albracht, other faculty?
4. Diversity: Tammi Brown (leader), Adam Brown, Brandon Morrow, Minority Affairs staff member, LGBT Commission member, OED staff, ODS staff, others?
5. Academic advising/academic counseling and University wide collaborations: Kathryn Salzter (leader), Kristi Nelms, Michelle Stouffer, Hoda El-Ghazaly, others?

An example of adding membership: Kathryn might want to invite Eric Brey, Director of the Thornton Center, a member of the SSC staff, a member of the International Education staff – those who serve in the “academic counseling” or advising partnership roles across campus.

V. Process and reporting

As was discussed at the first meeting in December, the nine college academic advising programs are currently engaged in a university- wide program review/audit. The reports from the various colleges are due mid –February and will provide us with current information (a “snap-shot”) of advising at UTK as well as barriers, challenges, future goals, and recommendations. The colleges have been asked to consider the 30% increase in enrollment and to make recommendations for changes to accommodate the growth. By mid-March we will have a report from the outside consultants. I am hopeful that the timing will work out for the reports to be integrated!

For the next several weeks, the best use of the sub-committee’s time is to focus on exemplary advising practices at various peer and aspirational peer institutions and to consider what the “universe” of academic advising could/should be at the University of TN based on national standards and academic advising within the context of student success and retention at UT Knoxville. All of this research should be done with an eye towards the future challenges of increased undergraduate enrollment. Remember that the Provost encourages the SPC to think outside of the current organizational structures.

Our sub-committee report must follow the guidelines as posted on our Blackboard site – from Linda Broyles. We will need to present a narrative with a summary of recommendations that are prioritized with goals, objectives, and action plans. See Linda Broyles’ guidelines on “Strategic Planning Overview” and attached examples from Student Affairs. The spreadsheets can be adapted for our use.

VI. Proposed time line and proposed meeting times.

Sub-committee meetings are scheduled to review progress on bench-marking and other sub-sub committee information and research, to review advising program audit materials, and to discuss and determine strategic goals and action plans – ultimately to draft the sub-committee’s strategic plan for academic advising. Your individual work groups can meet/complete work between the larger group meetings. I am required submit a progress report previous to each SPC meeting with the Provost.

All meetings will be held at 812 Volunteer Blvd – 8:15 am

January 9

January 23

February 6

February 20

March 5

March 19 (draft sub-sub committee reports due)

April 9 (discussion of final report for SPC)

April 23 (if needed)

10. Central Academic Programs for Undergraduates

Foci

Academic orientation
Welcome week
General education
Freshman seminars
Undergraduate research and service learning
Retention, perseverance, and graduation rates
Goals and benchmarks

Chair: Todd Diacon

Tammy Kahrig
JJ Brown
Anton Reece
Kristi Nelms
Denelle Brown
Brian Russell
William Braxton (student)
Rita Smith (Library)
Phylliss Shey (Student Success Center)

1. Rita Smith (library) and Phylliss Shey (Student Success Center) were added to the subcommittee.
2. Members reviewed the strategic planning process, and the structure our report is to follow (narrative, bullet, checklist).
3. We discussed which universities to benchmark, and agreed to focus on THEC peers, AAU aspirational peers, and universities that are known to be leaders in the provision of particular services, even if they are not members of the above two groups.
4. After considerable discussion we divided up tasks, and decided to address each of the following tasks sequentially. A subgroup is charged with gathering best practices and benchmarking each task, but all may do so as well. The programs we will review are academic orientation (Brian, JJ, Michele); welcome week(Denelle, Will, Anton); general education (not yet assigned); learning assistance programs(Denelle, Kristi, Tammy); Life of the Mind (JJ, Will, Tammy); freshman seminars (Brian, Kristy, Todd); undergraduate research/service learning (Todd, Anton); and retention, perseverance, and graduation rates/goals and benchmarks (entire group).

At our next meeting scheduled for January 25 we will discuss academic orientation.

11. Interdisciplinary Directions

Foci

Prospects and strategies for research funding
Undergraduate and graduate curricular changes
Breaking down disciplinary silos
Centers and institutes
Examine existing programs
Co-teaching
Faculty evaluations and promotions
Publishing outlets

Co-chairs: Caula Beyl and Way Kuo

Brian Ambroziak, Asst Prof, Architecture
Jennifer Beals, Art & Architecture Librarian
Tim Cross, Associate Dean, Extension
Bill Dunne, Associate Dean, Col of Arts & Sciences
Tammy Enix, Research Associate, Center for Transportation Research
Michael Handelsman, Modern Foreign Languages and Literature
Bamin Khomami, Head, Chemical Engineering
John Koontz, Interim Director, Division of Biology
Gayle Mathews, Budget Director, EHHS, Exempt Staff Council
Dan McLemore, Professor, Agricultural Economics
John McRae, Dean, Architecture
Masood Parang, Associate Dean, Col of Engineering
Tim Rials, Director, Bioenergy and Forest Products Center
Clif Woods, Associate to the Chancellor (outreach issues)

The first meeting will be held on Friday, February 8 at 9:00 AM in Room 410 of the Plant Biotechnology Building.

12. Graduate Education

Foci

How to get to 8,000, structure of graduate school, funding model for different disciplines

Graduate interdisciplinary groups and their facilitation

Funding graduate students

Fellowships and fundraising

Opportunities for professionalization

Postdocs vs. lecturers (in coordination with Research Productivity and Facilities

Subcommittee)

Graduate student retention (in coordination with Campus Climate Subcommittee and Advising Needs Subcommittee)

Chair: Carolyn Hodges

Vincent Anfara, Associate Professor, College of Health, Education, and Human Sciences (Graduate Council member)

Nicholas Cook, Law, President Graduate Student Senate, SPC member

Barbara Dewey, Dean of Libraries

Lou Gross, Professor, Ecology and Evolutionary Biology, SPC member

Stefanie Ohnesorg, Associate Professor, Modern Foreign Languages and Literatures (past Graduate Council chair and current Graduate Director MFL)

Richard Tucker, Institutional Research, APC member

Kay Reed, Graduate School Assistant to the Dean

13. Campus Climate

Foci

How to establish a welcoming campus, structures and organizational questions
Connections between academics and student life
Role of student housing and student organizations
Co-curricular programs
Faculty retention
Student retention
Staff retention
Diversity, interculturalism, sexual orientation, speech/behavior issues
UT's relationship to greater community (in coordination with Engagement Subcommittee)

Chair: Terrell Strayhorn

Tammy Kahrig
Maxine Thompson
Jim Dittrich
Lisa Murray
Mary Evans
Tom Cervone
Anita Monroe
Dee Fortenberry

Pending invitations:

Jane Redmond
Marva Rudolph
Demetrius Richmond
Denelle Brown

Graduate Assistants:

Amanda Blakewood
James DeVita

14. Research, Productivity, and Facilities

Foci

Strategies for increasing research funding and timelines
Space allocation and research
Adequacy of facilities
Benchmarking
Securing accurate data for research activity
Strategies for federal agencies, state agencies, private funding
IT needs
Best practices
Service learning

Chair: Brad Fenwick

Wayne Davis
Douglas Blaze
Denny Dukes
Bill Dunne
Greg Reed
Barbara Klinkhammer
Vena Long
Robert (Buddy) Moore
John Wilkerson
Paul Campbell
Pauline Bayne
Ken Phillips
Robert (Tom) Ladd
Shirley Hastings
Carol Tenopir
Tim Cross
Takeshi Egami
Gary Saylor
Ward Plummer
Thomas Zacharia
Jesse Poore
Randy Gentry

15. Economic Development

Foci

Research and economic development
Policies and campus restrictions on Pis
ORNL relations
Joint institutes
Joint faculty
Private incursions into academia and from academia
into the private sector
Leaves of faculty involved in private firms
Questions of intellectual property and proprietary
relationships with the Knoxville campus

Chair: Brad Fenwick

Fred Tompkins
Way Kuo
Bruce Bursten
Jan Williams
Leslie Fox
Eleanor Read
Maryann Moon

16. Engagement

Foci

Purpose and goals of outreach

Links/relationships between campus organizations (e.g., Baker Center) and the community (in coordination with Economic Development Subcommittee)

Relationship with UT system

Strategy for information dispersal, community assistance, and contacts in state

Relationship with established outreach activities (extension, public service)

**Co-chairs: Tom Milligan and
Brad Fenwick**

Membership in progress

Based on the extended timeline, as well as the large amounts of research required to analyze current engagement activities, the first meeting of this group will occur in early February. In advance of that meeting, the communications group will compile background data and reports from outreach organizations (including the Outreach Council, IPS, Extension Service and Agricultural Outreach and others) to form a baseline.

17. Globalization and Interculturalism

Foci

Curricular changes
International and area studies strategies
Education abroad
International students
Events and activities around globalization
Interculturalism

Chair: Mary Papke

Rita Geier, Associate to the Chancellor
Joann Ng Hartmann, Assistant Director, Center for International Education
Denise Harvey, Ready for the World
Jo Milton, Associate Director, Minority Student Affairs
Jane Row, Library
Soren Sorensen, Head, Physics
Candace White, Advertising and Public Relations
Pia Wood, Director, Center for International Education
Anna York, Vice-President of SGA

Report 1

1st meeting on January 8, 2008

As an introduction to the subcommittee's charge, the Chair presented an overview of the President's Strategic Plan for the system and the system goal of globalization, the UT Knoxville 10-Year Strategic Plan, and the UT Knoxville focus on globalization. The group then discussed the central subjects on which it should focus to create a viable and coherent plan for globalization of the Knoxville campus. Such areas included the recruitment of international students, increasing study abroad opportunities, facilitating more memoranda of agreement with universities in a broader range of countries than is currently the case, promoting interculturalism on the campus and in course delivery, specific needs of the library, specific concerns of the hard sciences, the role of athletics in globalizing the campus, and institutionalizing the progress made toward globalizing the campus through Ready for the World. The group agreed that it must first draft a qualitative vision statement that describes the kind of campus we hope to have at the end of the 10-year plan, and Rita Geier has already distributed to the group documents from which we hope to build a brief but concise picture of a globalized UT Knoxville. Soren Sorensen is also drafting a statement that would elaborate the role of science in enhancing students' intercultural awareness and competence. Pia Wood and Joann Ng Hartmann will focus on study abroad issues and the particular requirements international students must meet to be admitted to UT, and through surveys and forums will gauge the areas in which work needs to be done to facilitate the ongoing exchange of students from different nations. Committee members are also interested in the possibility of satellite campuses on international campuses as well as the possibility of exchange of sizable cohorts of students between UT and universities abroad, two best practices in place at other comparable institutions. Candace White and Anna York are planning open forums on campus aesthetics—how UT presents a global perspective and welcoming climate. Mary Papke and Denise Harvey are working on the central issue of increasing infusion of intercultural/international material across the curriculum. The committee also noted the importance of the Research Office's role in stimulating global research in areas outside of science and engineering. While the meeting was productive, members are deeply concerned about the viability of the current 10-Year Plan objectives as they now stand and the value of their work on this subcommittee.