

## CAS Strategic Plan Committee – Minutes

April 22, 2015  
2:00-3:00 PM  
Signal Mtn. Room

Members: Joe Wilferth and Manuel Santiago (co-chairs), Pam Ashmore, Jessica Auchter, Amy Brock-Hon, Paul Clark, Josh Davies, Heather Grothe, Katie Hargrave, Rebecca Jones, Hope Klug, Matt Matthews, Marcus Mauldin, Tiffany Mitchell, Steve Ray, Terry Sanford, Manuel Santiago, Jill Shelton, Chris Stuart, Perry Ward, Michelle White

Opening Remarks and Introductions – Wilferth and Santiago introduced themselves and described the process that has been followed up to this point.

Review of Committee's Charge ("to create a plan that aligns with UTC's strategic plan; that articulates our mission, vision, and goals; that helps us communicate and advocate for the College of A&S on campus and in our community; that identifies priorities, strengths and opportunities") – There was no discussion, though Wilferth and Santiago pointed out that the CAS Strategic Plan would resemble in structure the University's strategic plan—*i.e.*, the CAS strategic plan would include a mission, vision, goals, etc.

Questions and Discussion with Non-Committee Members – focused largely on committee membership and department representation. There was general agreement that Communication, Criminal Justice, and Philosophy and Religion should have representation on the committee, so Wilferth and Santiago would contact department heads in those department to invite nominations.

Summary of Findings from Open Meetings and Departmental Visits (see page 2) – committee members briefly discussed numerous items on the list of findings from the "open meetings" and departmental visits.

Future Meetings and How to Proceed – Wilferth and Santiago indicated that they hoped to have at least four meetings this summer. A Doodle event scheduler would be used to identify available dates and times.

Adjourn – the committee wrapped up at 3:15

## SUMMARY of FINDINGS from the OPEN MEETINGS and DEPARTMENT VISITS

- Demonstrate and celebrate our commitment to diversity across our college (start with UT's Equity and Diversity Statement; CAS Diversity Advisory Council; CAS Diversity Colloquia)
- Make available a rich and diverse course offerings in GE (UTC SP, Goal 1); connect to idea of a liberal education (even provide an *updated* model for what a liberal education looks like) (Relates to UTC Strategic Plan, Goal 1)
- Support and communicate the value of small programs/majors within the college
- Increase alumni support (UTC SP, Goal 3) as one area to expand revenue
- Expand online and hybrid Gen Ed curriculum as well as online and hybrid offerings of non-GE courses (UTC SP, Goal 1) (manage registration and "do it smart")
- Actively recruit and retain undergraduate and graduate students; improve Degree Completion (UTC SP, Goal 3)
- Build more robust advisement (training and commitment to students) (UTC SP, Goal 1)
- Build a culture around our students (supporting student clubs, student research conferences, etc.)
- Involve more students in experiential learning, service learning, internships, etc. (measurable outcome: double the number of students who participate)
- Increase number of senior capstones across the college, e.g. senior thesis, internships, exhibitions w/ written statements, etc.
- Increase undergraduate and graduate student research opportunities
- Expand international study and study abroad for both students and faculty
- Value our contingent faculty (vs. culture of disposability); provide adequate workspace for contingent faculty
- Recruit, retain, and support faculty by demonstrating a commitment to (and proper funding for) research and research funding (includes start up), infrastructure needs, space needs, and equipment needs; connect to undergraduate and graduate student research opportunities (insure that money is available)
- Make faculty workload equitable (connect to Workload Policy once finalized)
- Establish our identity and value on campus and in the community, particularly through improved communication, messaging, and marketing (ideas and/or measurable outcomes: create college-level calendar, promote research presentations/increase participation in Research Day, promote and potentially expand interdisciplinary minors, promote small class sizes as a selling point, "brag more" about student research and collaborations with faculty/students (and faculty/community), create video-based newsletter, communicate role of the college in greater Chattanooga area, importance of General Education and General Education outcomes as connected to liberal education, tell our story, field trips among departments, etc. Our identity on campus and beyond requires a clear mission, vision, and goals that we all support.)

## NOTES, QUESTIONS and GOOD IDEAS from the OPEN MEETINGS

Identity: who we are and what we do (mission and vision will provide clarity)

We need more or better support for programs we already have before we add anything new.

Role of or value of scholarship of teaching and learning?

Are we looking at strategic plans of peers/aspirational peers

Make our college an aspirational peer among current peers.

Develop Arts and Sciences seminars/panels—intra-college presentations as a way to recruit students/majors and share the outstanding work that our colleagues do across the college.

Create humanities internship coordinator so smaller departments may have necessary support for internships.

Roll over of startup funds?

Reassigned time and differential workloads – waiting on final draft from ad hoc Workload Committee

Freshman to sophomore year transition--upper classman as mentors, strengthen advisement and orientation at department level in coordinated effort with CASS.

Push advising to the foreground

Plan will include necessary ambiguity, but goals must be assessable and measurable.

Create "Student Mentors" or "Ambassadors" – Leadership Certificate. Create more student-level positions.

Students coming in with 2 years – alignment of faculty; impact on programs; impact on SCH as measure for productivity (merely as one indicator of workload).

Create service report in addition to our scholarship/creative activity report at end of year – use to promote the college and the college's impact on campus and in the community.

Graduate student representation on the committee

Communication Department representation on the committee

Physics major representation on the committee

Criminal Justice representation on the committee – they have successfully build an online program

Other strategic plans? Plans from aspirational peers?

More celebration of achievements of our faculty, staff, and students.

Congratulate faculty, staff, and student on their achievements acknowledging success (even with hand-written notes)

Positivity and optimism about the future of the College is much needed

Should we strengthen and promote Multidisciplinary/Interdisciplinary centers and teaching—e.g., expand Women's Studies to Gender Studies?

Should we develop a college-level workload policy – tailored to our needs but also aligned with the university's workload policy that is being developed?