Questions for Chancellor Plowman

10-10:30 AM on Zoom: https://tennessee.zoom.us/s/94930923510.
Main Moderator: Anne Langendorfer
Chat Moderator: Stephanie Madison
End-of-Session Moderator: Shawn Spurgeon

The Role of the Faculty and Students in the UTK Vision
1. What is the role of our current shared governance system, and the Faculty Senate in particular, in contributing to each of the five goals?
2. What explicit expectations do you have of individual faculty to advance each of the five goals?
3. Many previous "visions" of how the university should develop have been discarded, just in the last 5-10 years. We already have an amazing faculty and wonderful programs. What specifically will you do to ensure that faculty are not sacrificed in the name of change for the sake of change?
4. Regarding Goal 2 on research and scholarship, do you intend to set goals on the size of the faculty involved in such scholarship, since growth over the past decades has been completely in the non-tenure-track ranks, who most often are not paid for their research or scholarship? Or is the expectation that the current faculty size (and ratio of tenure-track to non-tenure-track faculty) is sufficient to meet your scholarship objectives?
5. There are elements of the Strategic Vision that are very appealing to me, as a faculty member, but what I'm not hearing in your presentation is any reference to improving our students' ability to think critically. A university education is more than obtaining practical skills and becoming a satisfied "customer." Where in the plan is the emphasis on students' intellectual growth, on questioning their assumptions, on learning to be an informed citizen?

The Role of Faculty and Students in the Running the University as a Business
6. You discussed a business model for the campus that prioritizes the three "buckets" you described. Any effective business model has not just the merits (transformational and operational) but costs as well. Can you describe how you propose to obtain input from campus workers, especially faculty, on allocating resources across the variety of goals? How do we as the faculty of UTK set priorities for expenditures?
7. Given that the System is embarking on a new Enterprise Resource Planning at great expense, how does this planning align with a new Customer Relationship

Management system? How does the possible Customer Relationship Management system implementation interface with the new planned Enterprise Resource Planning system? How do we ensure that a new Enterprise Resource Planning system that is set by the UT System meets our needs for the Customer Relationship Management system, the Budget Allocation Model, etc.?

8. Changing processes have often meant faculty having to fill out many new types of forms in new systems that sometimes make the process more complicated and time-consuming than they were previously. How can you assure that faculty time and workload is not increasingly consumed by paperwork and learning new systems?

9. I like the goal of developing high-quality processes at the university. If you know of inefficient existing processes that cross multiple departments/colleges, how can we *as faculty* suggest that a process be reviewed?

Faculty and the Work of the University As Understood by People Outside the University

10. As we refocus on our land-grant mission, continue to increase our accessibility, and become more welcoming to all, could you talk about the ways in which we balance security with these goals. For example, community partners can no longer access research because our research is almost exclusively digital and there is often no way for community members to come to our libraries and read that research. Similarly, our digital-only identification may exclude those who cannot afford the proper smartphones or cannot possess phones that do more than make calls or text. How do you make decisions about balancing these potentially competing goals?

11. To increase UTK's (and therefore the Chancellor's) visibility, the simple first step is to change the title of chancellor to President of UT Knoxville. The former-TBR schools are all led by a campus president, and the concept of a "university president" is well understood across the state. Most Tennesseans have no idea what the word chancellor means, whereas "university president" is universally understood. It would increase your visibility overnight. Will you work to make this happen? On a related note, how will you push to eliminate the UT System, which seems to offer an entirely redundant level of bureaucracy while providing no benefit to students or faculty?

12. What has to change at an institution to make it more "nimble"? Nimble in response to what?