UTIA - UTK Reunification

2019 Committee Report

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Executive Summary

Introduction

In early July 2019, following the June decision by the University of Tennessee Board of Trustees to unify the University of Tennessee Institute of Agriculture (UTIA) and the University of Tennessee, Knoxville (UTK), Interim President Randy Boyd created the UTIA-UTK Unification Team and charged the team to provide structured opportunities for stakeholders to share ideas about how the unification could move UT forward in its flagship land-grant mission. Dr. Linda Martin, UT Vice President for Academic Affairs and Student Success, facilitated two half-day planning sessions with the team to identify 1) key stakeholder groups, 2) team leads for each stakeholder sub-group, and 3) the methods for eliciting input from stakeholders. Following these planning sessions, sub-groups met independently, and the entire team met weekly (10 times) to share the progress of each sub-group.

Below is an executive summary that 1) reviews the process this team followed to execute this charge, 2) outlines well-endorsed themes across stakeholder groups, and 3) provides specific actionable ideas identified by stakeholders as ones that would serve the unification efforts well. This executive summary is supported by the detailed work reports developed by each sub-group, as well as appendices that include details about the process and resource materials utilized for this team's effort.

Process

We elicited stakeholder feedback through an online survey, an open link on the Transparent UT website (https://tennessee.edu/transparency/), interviews (both formal and informal), meetings with internal and external committee and advisory groups, and listening sessions (ranging in length from 1.5 hours to over 3 hours). Stakeholders included faculty, staff, and students from both UTIA and UTK; UT alumni, retirees, and donors; leadership of commodity and non-profit groups; Extension staff and allies; legislators; federal, state, and county officials; producers; Experiment Station staff; 4-H volunteers; local business owners; and agricultural advocates.

The team conducted 39 listening sessions, at least 27 interviews with legislators and leaders both within and outside the UT system, 11 group meetings with advisory councils and committees, and a multitude of informal discussions with internal and external community members. We emphasized the availability of the online anonymous survey in all listening sessions and interviews. Further, the survey instrument was made available to all UTK, UTIA, and external stakeholder groups. Twelve hundred individuals opened the online survey and 20 accessed the Transparent UT open link. Of those 1,220 individuals, almost 50% (601 respondents) provided feedback that has been included in this report. The estimated overall number of individuals contacted by this team's efforts exceeds 2,000.

The team provided important background information about the history of the UTIA-UTK organizational structure, the rationale for the unification, defined the land-grant mission, and

then used variations of the following questions to guide listening sessions, group meetings, interviews, and anonymous online feedback.

1. *How would the (re)unification affect you personally?*

2. *Together,* UTIA-UTK *is a land-grant. What are the most successful existing initiatives that embody our land-grant mission?*

3. *What do you want to ensure is not lost or weakened as a result of the UTIA-UTK (re)unification?*

4. *What programs and/or services could be provided to better serve your needs?*

5. *What new, innovative and/or bold ideas do you have that could enhance national reputation, and/or position UT to be a national leader?*

We made some important "mid-stream" adjustments to meet the needs of identified stakeholders, including an additional Q & A session on the UTIA campus with Interim President Boyd to allow direct dialogue between stakeholders and the leadership team. Sessions included structured time for stakeholders to share concerns about the unification process, which improved their efficacy so that participants could move ahead to ideas and feedback for realizing the best outcomes for the unification effort.

Brief Findings
The online survey results indicated that just over 50% of respondents agreed or strongly agreed that unification a) is likely to enhance collaboration between UTK and UTIA, b) will positively enhance the University of Tennessee's national reputation, and c) will have a positive outcome for the university as a whole; and over 25% of respondents were neutral on the same items. Other findings suggested that attention to the **process** of the unification going forward would serve the unification efforts well. Despite these positive sentiments across all stakeholder groups, many groups shared concerns that unification could weaken UTIA and diminish the university's contributions to agriculture across the state.

Building Trust and the Engagement Process

There was also a widely shared opinion that the manner in which the unification was carried out damaged the trust between administration and all stakeholder groups. Internal stakeholders (faculty, staff, and students) were especially concerned that they were not included during information gathering about the decision prior to it being executed. ***Stakeholder feedback suggests overwhelmingly that future decisions regarding UTIA and the unification process should be communicated well in advance of decisions and that stakeholders participate in the decision-making process. Missing timely opportunities to build trust will likely thwart forward progress***. Stakeholders provided the following suggestions for building trust and engagement:

- Protect and strengthen UT Extension;

- Encourage direct dialogue between stakeholders and UT leadership teams in addition to information posted on the UT Transparency website;

- Develop a shared vision, core values, and possibly MOUs between both campuses that provide clarity and transparency on decision making, reporting lines, and priorities/planning. Consider ways to make the guiding principles released on June 21, 2019 more concrete;

- Strengthen a system of meaningful shared governance to move the unification forward;

- Create an ongoing feedback loop by which information can be exchanged about wins, new initiatives under consideration, and needs resulting from the unification process; and,

- Recognize and accommodate that academia moves at a slower pace than industry, while understanding the need to reach timely results.

Early Opportunities Identified by Stakeholders

- Increase Graduate Teaching Assistant (GTA) lines within UTIA, promoting parity and support for graduate education;

- Change parking policies to meet the cross-campus needs of faculty, staff, and students, and create an **express bus** between UTIA and UTK;

- Create infrastructure to bring UTIA/UTK faculty together to identify future joint ventures;

- Connect UTK faculty to Extension (i.e. New Faculty Land-grant Road Tour);

- Raise the visibility of the land-grant message;

- Improve internal communications and transparency (including research updates, fostering greater understanding between campuses);

- Promote and reward interdepartmental collaborations and improve the ease of submitting joint funding proposals;

- Create living learning communities for Herbert College of Agriculture students;

- Ensure salary parity across UTIA and UTK;

- Expedite hiring and training processes at UTIA;

- Create new opportunities to educate government officials on UTIA programs and needs;

- Use talented faculty to teach in multiple disciplines;

- Increase dining options on the UTIA campus;

- Create a One Stop Student Services Center on the UTIA campus;

- Create student gardens to provide learning experiences and fresh produce for food-insecure students; and,

- Study the utilization of classroom space to better accommodate UTK-UTIA needs.

Big ideas Identified by Stakeholders

- Use UTIA local and regional offices to help recruit students to UT and improve educational attainment;

- Encourage joint research between the UT Health Science Center, College of Veterinary Medicine, Biomedical Engineering, and Animal Science programs – One Health initiative;

- Incorporate agriculture disciplines into the proposed Oak Ridge Institute;

- Support the state's emerging industries including those in hemp, wine, and cider;

- Support the state's poultry industry by investing in a poultry Extension specialist;

- Improve educational offerings and hands-on training surrounding meat and dairy processing;

- Encourage multi-disciplinary approaches to addressing "wicked problems" (i.e. opioid abuse, obesity, biodiversity, food security, clean water);

- Enhance curricular opportunities in agriculture (i.e. first-year studies courses, a "Food 101" course, increased offerings of stackable/micro-credentials, increased online and dual enrollment offerings);

- Address the labor force gap by marketing agriculture and related fields to non-agriculture populations via STEM programs;

- Develop clean water for Tennessee initiatives using interdisciplinary teams of expertise;

- Develop green energy initiatives that will support Tennessee economically and environmentally;

- Create more joint UTIA-UTK faculty appointments; and,

- Place greater emphasis on being the land-grant in marketing and recruitment efforts.

This report contains six sub-group reports:

- Institutional Internal (Faculty, Staff, Students)

- Institutional External (Alumni, Donors, Retirees)

- Commodity Group Leadership

- Outreach and Extension

- Government Stakeholders

- Community Stakeholders

Overall themes that are present in the sub-group reports include (in no particular order):

- Giving Attention to UTK-UTIA Shared Vision and Core Values

- Sustaining and Strengthening Extension's role as UT's "Front Door" with Tennesseans

- Improving and Clarifying Branding and Marketing Messages

- Building Trust and Engagement Process

- Connecting UTIA-UTK Disciplines to Solve "Wicked Problems"

- Enhancing Curricular and Impact Innovations

- Upgrading Facilities and Services

- Improving People Resources

Please review each sub-group report for a more thorough and detailed analysis.

<u>Conclusion</u>
This team's diligent process helped build bridges and open doors for moving UT forward in a unified manner. The big ideas referenced in this Executive Summary are merely the beginning – there are many more referenced throughout this report and more still to be discovered as trust in the reunification continues to be strengthened. There also are a number of "early opportunities" action steps identified that, if evaluated and pursued, will build momentum around the unification.

We would be remiss if we did not acknowledge and thank the individuals who contributed to the content of this report by participating in the (re)unification process. The participants' honesty and creative, sincere feedback are striking proof of their commitment to the University of Tennessee's essential land-grant mission.

The Committee

Interim President Randy Boyd, UTK Chancellor Donde Plowman, and Senior Vice President and Senior Vice Chancellor Tim Cross charged the committee with its scope of work:

Engage stakeholders and gather ideas for opportunities to enhance collaborations and create stronger partnerships between UTIA and UTK. The team will <u>not</u> determine policies or initiatives but will identify stakeholder groups and devise ways to gather input. The team's charge is to draft recommendations for strengthening partnerships and collaborations through the unification of UTIA and UTK. Specific objectives are as follows:

- Develop structured opportunities for faculty, staff, students, and other stakeholders to identify needs and opportunities for education, research, and Extension/outreach programs that are the result of stronger collaborations;

- Synthesize and summarize stakeholder input; identify common themes; and provide a summary of priorities structured by resource requirements, estimated impacts, and a timeframe for implementation; and

- Submit findings to the President, Chancellor, and Senior Vice President/Senior Vice Chancellor by October 1, 2019.

Think boldly, creatively, and seek input that can inform the successful unification of UTIA and UTK. Items to consider include:

- Ideas to encourage new and innovative multidisciplinary research, education, and Extension/outreach projects, courses, or programs

- Needs of farmers, businesses, communities, families, and youth in Tennessee that could be addressed through additional programming developed and delivered through engagement with UTIA and UTK

- Opportunities to offer new services and construct new infrastructure to improve the effectiveness of employees, enhance student success, and meet campus and statewide needs

- Ways to further enhance existing programs through stronger collaborations

- Opportunities to enhance the national impact and bring greater recognition to UT and its research, education, and Extension/outreach

Members of the Committee

Team Member	Title	Affiliation	Email
Misty Anderson	Professor, English	UTK	manderson@utk.edu
Paul Armsworth	Professor, Ecology and Evolutionary Biology	UTK	p.armsworth@utk.edu
Keith Barber	Vice Chancellor, Institutional Advancement	UTIA	kbarber@utfi.org
Chris Cox	Department Head, Civil and Environmental Engineering	UTK	ccox9@utk.edu
Dave Fugate	Eastern Region Advisory Council	UTIA	rfugate@hughes.net
Shea Kidd Houze	Dean of Students	UTK	shouze@utk.edu
Andrea Ludwig	Associate Professor, Biosystems Engineering and Soil Science	UTIA	aludwig@utk.edu
Linda C. Martin	Vice President, Academic Affairs and Student Success	UTSA	lcmartin@tennessee.edu
Bonnie Ownley	Professor/Graduate Director, Entomology and Plant Pathology	UTIA	bownley@utk.edu
Elizabeth Strand	Clinical Associate Professor Director, Veterinary Social Work	UTIA/UTK	estrand@utk.edu
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Research Support	**Title**	**Affiliation**	**Email**
Karen Etzkorn	Research and Special Projects Manager	UTSA	etzkorn@tennessee.edu

Activities of the Committee

To begin the committee's work, Linda Martin (Chair), convened the group to address initial planning activities, which covered the following key areas:

1. Reviewing the charge of the committee as well as member roles, responsibilities, and scope of work;

2. Establishing a clear timeline to ensure the committee concludes its work and delivers a final report to Interim President Boyd, Chancellor Plowman, and Senior Vice President/Senior Vice Chancellor Cross;

3. Identifying key stakeholder groups from whom the committee would solicit input;

4. Forming committee workgroups around the identified stakeholder groups; and

5. Developing plans for communication and research support.

Stakeholder Identification

During a work-group activity, members of the committee worked to identify as many stakeholder groups as possible. A complete list appears in Appendix G. Next, the committee separated into the following teams focused on the following stakeholder groups:

1. Institutional (Internal)	4. Outreach and Extension
Misty Anderson	Andrea Ludwig
Chris Cox	Lisa Stearns
Shea Kidd Houze	Elizabeth Strand
Ty Wolaver	
2. Institutional (External)	**5. Government**
Keith Barber	Carey Whitworth
Tisha Benton	
Bonnie Ownley	
John Zomchick	
3. Commodity Groups	**6. Community Stakeholders/Other**
Paul Armsworth	Linda C. Martin
Dave Fugate	Tiffany Carpenter
Hongwei Xin	Karen Etzkorn

Findings of the Committee

Representation of Ideas

To present the findings of the committee most effectively, each stakeholder group completed a summary report to describe the work carried out and report the findings. The figure below illustrates each theme/topic frequency by size (i.e., comments about Extension were the most frequent, and concerns about support for 4-H appeared less frequently).

Actively Work to Rebuild Trust

Distribute Resources Equitably

Preserve, Support, and Expand Extension and County Services

Focus on Ag/ Land Grant Marketing

Ensure UTIA Retains Unique Identity

Support TN 4-H

Improve Means of Internal Communication

*Size of circles reflects frequency of themes.

Prioritized Feedback from Stakeholders

The most reoccurring ideas and themes are displayed in a decision matrix with binary categories related to timeframe and complexity. Font size varies with frequency of idea/theme; the larger the font, the more frequent the idea/theme was recorded.

LEVEL OF COMPLEXITY

Complex

Infrastructure for Discovering New UTIA-UTK Faculty Joint Ventures

Improve Internal Communications Between Campuses

Recruit Students at Off-Campus Facilities

Include Land Grant Mission Topics in First Year Classes

Promote Interdepartmental Collaborations

Connect UTK faculty to Extension and AgResearch

Simple

Improve Parking and Transit Options

Emphasize Our Land Grant Mission in Marketing

Transparent Decision Making Processes

Bring Consistency to Campus Protocols

Broaden Communication of Land Grant Mission

Innovate Research Program Areas

Short Term (Do Immediately) | Long Term (Future Planning)

TIMEFRAME

Executive Summary: Institutional—Internal (Group1)

Team Members
Misty G. Anderson, Professor, English, UTK
Paul Armsworth*, Professor, Ecology and Evolutionary Biology, UTK
Chris Cox, Department Head, Civil and Environmental Engineering, UTK
Shea Kidd-Houze, Dean of Students, UTK
Andrea Ludwig*, Associate Professor, Biosystems Engineering and Soil Science, UTIA
Bonnie Ownley*, Professor/Graduate Director, Entomology and Plant Pathology, UTIA
Elizabeth Strand*, Clinical Associate Professor Director, Veterinary Social Work, UTIA-UTK
Ty Wolaver, Student, Food and Agricultural Business, UTIA
*Served this committee as well as another originally assigned committee

Overview of Process
The group conducted nine large listening sessions with internal constituencies (faculty, staff, students, administrators), with some follow-up and smaller group conversations. The group made direct contact with over 350 people on campus. UTIA faculty, staff, and students were the most engaged; the UTK community was more represented in the online survey. *The group repeatedly heard that the abrupt announcement of a decision at the June Board meeting broke trust with many, especially faculty and staff*. The feeling was so pervasive that we found it necessary to change our strategy for collecting feedback. We found that people needed a chance to express their frustration and fears of a "hostile takeover" before they could get to creative dialogue and clear thinking. Going forward, a process with clear, transparent shared governance, clear and consistent communication, and opportunities for collaboration with faculty and campus leaders before big decisions are made will help restore trust and enable the creative partnerships this effort hopes to foster.

Summary of Findings
What are the most successful existing collaborations between UTIA and UTK that embody our land-grant mission? Extension topped the list, with research and current collaborations following.

- Statewide Extension programs that address stakeholder needs and inform research priorities

- Research programs, including numerous collaborations between UTIA and UTK, which address stakeholder needs

- Joint UTIA and UTK faculty and other collaborative relationships in plant sciences, landscape architecture, veterinarian social work, and genome science and technology

- Campus level services and organizations, including libraries, Office of Equity and Diversity, faculty senate, IT, and international programs

What do you want to ensure is not lost or weakened as a result of the UTIA-UTK (re)unification? Identity, Extension, and autonomy for UTIA were frequent responses.

- The identity and culture of the UTIA campus

- The Extension mission and impact in Tennessee

- The efficiency of operations on the UTIA campus. Concerns that either duplicate services will be eliminated or new duplicate functions will be created

- Trust in shared governance has been weakened through the process. Concerns about further erosion of trust

- Current resources that support UTIA missions

- The UTIA brand

- Autonomy of UTIA

- Separate research office and F&A rates

What programs, infrastructure, and/or services could be provided to better serve your needs and/or contribute to your success? Top responses were transportation, parking, graduate student support, opportunities for discovering potential collaborations, faculty size, and decision-making clarity.

- Better transportation (express bus) and parking options

- More GTA lines, parity, and support for graduate education

- Infrastructure (ongoing conversations) for discovering new UTIA/UTK faculty joint ventures

- More teaching resources for Herbert College

- Improve joint/collaborative grant process internally but attend to F&A rates, so UTIA doesn't "lose" (impacts external parties as well)

- Clarity and transparency on decision making, reporting lines, and priorities/planning

- Connect UTK faculty to Extension

- Salary equity for staff and faculty

- Increase the faculty size

- Dining options on the Ag Campus, including POD hours

- Improve technology, including access to enterprise-level programs UTK has for common reports

- Need more staff to support existing and new initiatives

- Other ideas:

- OneStop for Ag students

- More student voices from Ag

- Emphasize the land-grant message

- Put the Creamery on the Ag campus

- More diversity focus

- Employee training that goes out to the counties/regions

- More international opportunities and students, housing for international and long-term visitors

- Resolve/simplify branding under the T

- Renovate Pendergrass library and increase hours

- Additional student space on UTIA campus

- Too many bosses

- More service-learning opportunities

- Connect UTIA faculty with Tennessee Language Institute

- More joint teaching

What new, innovative, and/or bold ideas do you have that could incentivize greater collaboration, enhance national reputation, and/or position UT to be a national leader in teaching, research, Extension and/or outreach? Primary themes for this question included branding and marketing, Collaboration, Extension, Health Collaborations, and Institutional Structure.

- Broader communication of who we are and what we are

- Emphasize being the land-grant campus more often in marketing

- Strong desire for more collaboration as a philosophy and from an interdisciplinary perspective

- Trim redundant administrative positions (UTK and UTIA)

- Consider adding information about the land-grant in first-year courses

- Aligning resources to tackle big issues such as the opioid crisis, obesity, biodiversity, OneHealth initiative, food security, climate change, and clean water

- Create a student advisory board for UTIA

- Create a space for innovation and collaboration

Executive Summary: Institutional—External (Group 2)

Team Members
Keith Barber, Vice Chancellor, Institutional Advancement, UTIA
Bonnie Ownley, Professor/Graduate Director, Entomology and Plant Pathology, UTIA
John Zomchick, Vice Provost, Faculty Affairs, UTK
Elizabeth Strand, Clinical Associate Professor and Director, Veterinary Social Work, UTCVM

Overview of Process
The group conducted 10 small group interview sessions with a total of approximately 65 individuals. Another 43 persons received the unification survey for a total of 108 contacts, including:

- College of Veterinary Medicine (CVM) Alumni Council
- UTIA Retirees
- Five phone calls with key stakeholders
- Two phone calls with UTIA Advancement Board (split board into two sections)
- College of Veterinary Medicine Advisory Board
- UTK Alumni Board of Directors At-Large and Ex-Officio members (survey emailed twice)

The team worked from the four questions that guided the work of all the subcommittees.

Summary of Findings
The summary is presented in the form of answers to four major questions. Those answers follow an initial question focused on the common theme that the manner in which unification was launched resulted in a breakdown of trust. Where applicable, we have identified major themes under each question with a short, all-caps header.

What ideas do you have for rebuilding trust?

- SHARED GOVERNANCE
  - Involve stakeholders in discussions, planning, and implementation of initiatives.
- TIMING
  - Give plenty of advance notice for any actions or initiatives related to the unification of the two campuses
  - Do not rush to a decision
  - Be sensitive that the pace of academic decision-making is typically slower than corporate decision-making because of shared governance

- COMMUNICATION
  - Use various modes of communicating with all stakeholders, including direct and indirect means such as face-to-face meetings, e-mails, and websites
  - Communication must be two-way, with listening sessions and other means built-in for stakeholder feedback
  - Communication should be tailored to different audiences, based on their interests
  - Face-to-face and other direct communications to stakeholders by President Boyd
- TRANSPARENCY
  - Provide continuing updates on the processes of unification
  - Provide progress reports on processes underway
  - Provide updates on new initiatives being considered
  - Solidify the Guiding Principles to be more concrete

What are the most successful existing collaborations between UTIA and UTK that embody our land-grant mission?

- Extension service in each county provides opportunities for collaboration to improve the lives of the citizens of the state
- Research on both campuses with application to the betterment of the state
- Improving the social, financial, physical, and mental health of TN citizens

What do you want to ensure is not lost or weakened as a result of the UTIA-UTK (re)unification?

- UTIA'S IDENTITY
  - UTIA has a unique mission. It serves rural areas not served by UTK, and it has a unique relationship to the citizens of the state, carried out through its outreach activities
  - UTIA culture: UTIA's collegial and congenial culture must be preserved and cannot be absorbed into UTK
- UTIA'S FUNDING
  - UTIA should not have to compete with UTK for scarce resources. UTK, because it is larger than UTIA, could poach both existing funds and keep new funds for itself. It could also poach ideas that UTIA develops, thereby having an effect on funding
  - Maintain UTIA advancement (fundraising/alumni relations) programs and priorities

- Ensure donor gifts are not transferred from UTIA-intended purposes
- UTIA's OUTREACH MISSION TO THE STATE
- UTIA GOVERNANCE AND AUTONOMY
  - Decisions affecting UTIA should be made by its leadership
  - Diplomas should be signed by SVP and SVC Cross or his successor
- SPECIAL RELATIONSHIP BETWEEN HERBERT COLLEGE OF AGRICULTURE (HCA) AND COLLEGE OF VETERINARY MEDICINE

What programs, infrastructure, and/or services could be provided to better serve your needs and/or contribute to your success?

- RESOURCES
  - Long-term funding to recruit and retain top-notch faculty and researchers
  - More funding for additional faculty and staff
  - Funding for infrastructure needs, research support, joint programs
- INFRASTRUCTURE
  - Living Learning Communities in residence halls for HCA students
  - Parking
  - Childcare center at UTIA
- PROGRAMS
  - More expedient hiring and training processes
  - Stakeholder education to promote UTIA mission
  - Outreach to legislators on the importance of UTCVM and HCA
  - Direct conduit for UTCVM leadership to plead their case to legislators
  - Invite legislators to Ag campus for 1-2 days to show off programs
  - HABIT in every county. NeUTer program working with unowned animals (shelters)
  - Statewide spay/neuter program, assistance for low-income pet owners
  - Using talented faculty to teach in multi-disciplines (e.g., anatomy professors teaching CVM students, and others)

What new, innovative and/or bold ideas do you have that could incentivize greater collaboration, enhance national reputation, and/or position UT to be a national leader in teaching, research, Extension and/or outreach?

- Use UTIA local and regional locations to help recruit students to UT

- Develop opportunities for UTIA and UTK to collaborate locally and regionally

- $1 billion biomedical campus linking Health Science Center, Veterinary Medicine, Biomedical Engineering, Animal Science, etc. in joint research, OneHealth

- Fully funded outreach programs that can reach Tennessee tip to tip

- Attack obesity epidemic in the state in a manner similar to the attack on the opioid epidemic

- Scholarship funding to UTCVM for urban centers as well as distressed areas

- Fill the labor force gap by marketing agriculture and its related entities to non-agricultural populations via STEM, etc.

Executive Summary: Commodity Groups (Group 3)

Team Members:
Paul Armsworth Professor, Ecology and Evolutionary Biology, UTK
David Fugate, Eastern Region Advisory Council
Hongwei Xin, Dean, UT AgResearch, UTIA

Overview
The originally designated Commodity Groups became a part of the expanded Community Groups that covered producers, agribusiness representatives, commodity group leaders and members, Master Gardeners, Extension staff, Experiment Station staff, UT staff, retirees, alumni, donors, 4-H volunteers, local business owners, elected officials, and agricultural advocates during the 20 statewide listening sessions that were conducted by Dr. Linda Martin. Hence, please refer to the "Community Groups" report for a description of the process and findings of these listening sessions.

To supplement the listening sessions, surveys were conducted among leaders of the commodity groups, along with other external and internal stakeholders. Leaders were asked to forward the surveys to their memberships. This report attempts to synthesize the responses from the commodity groups.

Overview of Process
Respondents of the commodity groups did not identify their affiliation. Hence, to extract the responses that most likely originated from a commodity group, we judged them by the content of the statements. Compared to the large number of responses by faculty and staff, the number of responses likely from the commodity groups was much smaller. Nevertheless, these responses provide some valuable insights.

Summary of Findings
Stakeholders were invited to provide input on the following guiding questions.

1. *How would the (re)unification affect you personally?*

2. *Together, UTK-UTIA is a land-grant. What are the most successful existing initiatives that embody our land-grant mission?*

3. *What do you want to ensure is not lost or weakened as a result of the UTIA-UTK (re)unification?*

4. *What programs and/or services could be provided to better serve your needs?*

5. *What new, innovative and/or bold ideas do you have that could enhance the national reputation and/or position UT to be a national leader?*

Summary of Comments
Personal Effect

- A consistent answer was, "I am not sure yet." Bigger is not always better. Will a larger structure negatively affect agriculture? Will agriculture now compete with other sectors of UT, i.e., business, engineering, law, etc.?

- A stronger land-grant university will help improve research for agriculture resources.

- Trust the UTIA leadership and know the decisions have been made. The biggest fear is that Extension will be supported less and that a higher percentage of Ag research dollars will go toward administrative and university costs and not toward research.

- It is a positive change. Hopefully, this reunification will help provide additional support and training for Extension agents to better help me in my vineyard.

- If unification creates better communications and enhances UT's reputation, I am for it. If it leads to massive changes to the agriculture campus and its operations or how Extension operates, then I am not in favor.

Continue-Maintain

- High-level research of all aspects. UTIA remains on cutting edge on where agriculture is going, what will be required in the future to compete, identify and assist with implementing best practices to achieve maximum results

- Clear and concise focus on agriculture enhancement and support provided by UTIA

- Avoid a higher percentage of research dollars going to pay for university/ administrative costs

- Extension service, research facilities, trial gardens, and the outreach to local producers

- Continue to work and advise the farmers of Tennessee. Great job with youth development and services to adult members of the community. Efforts focusing on healthy eating, financial literacy, technical classes, etc. Provide practical education for underserved portions of our communities

- Direct working relationships with industry

- Agricultural education remains available on the campus in Knoxville. Extension continues to be supported as it evolves to fulfill its mission. Allow county offices a certain amount of autonomy to react to the unique needs of their communities.

Opportunities-Considerations

- Continued advising with improving efficiencies in cattle production, including - but not limited to, genetics, nutrition, calf development, forage, weed control, etc. Currently,

UTIA provides excellent services in these areas. Will need to continue with high-quality service.

- A poultry Extension specialist. TN poultry industry has a 7+ billion-dollar direct and indirect economic impact. Cash receipts of broilers and primary breeders (another $250 million annually not reported by USDA/NASS or TDA) make the poultry industry larger than cattle & calves and larger than soybeans - yet, there is not a person dedicated to working with the industry to help protect and advance it.

- It would be beneficial to have the UTIA to provide a leading role in the research of new production methods, new varieties, and better marketing.

- County agent training with grape and small fruit farmers TOGETHER so both can learn. Also, guidelines and recommendations for farmers who are looking at planting a vineyard for the first time to ensure the most opportunity for success and revenue generation.

- Area specialists in certain portions of the state could benefit agriculture. Davidson County and the surrounding areas might need an urban agriculture specialist. Upper East TN and the I-65 corridor still need cattle specialists. West TN needs traditional row crop specialists. It is hard for a county Extension leader to have the specific knowledge on all the different areas of agriculture to be able to serve his county's needs as agriculture has become more specialized.

Big Ideas (Quotes)

- UTIA has always been a leader. Let's not lose that with this unification

- More hemp research

- Poultry Extension specialist

- Almost all of the farm commodities are struggling with a good collaborated marketing program. Not just at a local scale but more of a statewide or regional program to where the producers have a good solid option. This will help to keep the agricultural industry strong and passed on to future generations rather than passed over

- One of the fastest-growing industries in the Eastern U.S. is the Wine & Cider industry. UT has the chance to position itself as THE university to go to for farming practices regarding small fruit and grape production - specific to the needs of wineries who will be purchasing the fruit

- Denmark, a tiny country with a dense population, is second only to the United States in Ag exports, thanks to the adoption of technology, innovative production methods, and in general, a focus on supplying the world with food, fiber, and other Ag products. I would like to see TN become the Denmark of the United States

Executive Summary: Outreach and Extension (Group 4)

Team Members

Andrea Ludwig, Associate Professor & Extension State Specialist, Biosystems Engineering & Soil
Science, UTIA

Lisa Stearns, Vice Chancellor, Marketing & Communications, UTIA

Elizabeth Strand, Director, Veterinary Social Work, UTIA and UTK

Overview of Process

The communities identified within this audience theme included off-campus staff, a variety of university program partners, and various groups of consumers of UT outputs. Since the "Community Brainstorming Sessions" facilitated by Dr. Martin were open to all, our focus was placed on the communities of off-campus staff and program allies. Advertisements for these sessions were made via email to employees with UT Extension, AgResearch Centers staff, and the Institute for Public Service.

The team held 10 meetings total, engaging approximately 175 off-campus staff, the vast majority of which were with UT Extension. To maximize attendance, the strategy of holding morning and afternoon session options on each weekday was used to avoid conflicts with regular weekly time commitments. Online access was available and advertised to accommodate those who could not travel for face-to-face engagement. The team also held two interviews with UTK leaders with job responsibilities in engaged research and education, as well as attending an advisory group that focused on high impact teaching.

Summary of Findings

Building Trust is Needed

When asked if the process in which unification had occurred had caused mistrust, more than 80% of session attendees agreed or strongly agreed. The most common concerns include:

- The lack of communication and transparency leading up to the resolution

- Lack of representation of all levels of Extension professionals on the Unification Team (the only representation is Dr. Ludwig, who is a State Specialist, no county or regional representation)

- Absence of details in the plan for unifying the campuses

- The absence of any inclusion of local partners in the conversation or decision-making process. Many County Extension Agents are financially supported in part through a partnership with their local governments. There is great concern that if those supporting partners aren't included in decisions that affect Extension, then that partnership could suffer

When asked what was needed to build trust, this audience expressed the strong desire for better communication from all administration (particularly at the system level), a strong desire to have a place at the table in decision-making (shared governance), and education among campus communities that are not aware of Extension. The question about long-term sustainability and oversight of campus interactions arose often and generated the idea of creating a cross-campus committee tasked with ensuring the benefits of unification for both campuses are realized now and into the future. This discussion highlighted the fact that many university professionals "outlive" administrations and that since this bold action of unification will have impacts on campus communities and partners for many years, there must be a structure put in place that is populated with cross-cutting representation that can evolve and adapt to serve the needs of both campuses needs indefinitely.

The needs for building trust were summarized and ranked based on frequency. In summary, the responses were:

- More information related to background, supporting information, and explanation leading up to the resolution, including shedding light on the pros and cons of unification

- Addressing backward-looking transparency issues

- Sustainability and empowerment in the long-term future

- Raising awareness about land-grant mission among new campus communities

- Uncertain relationships with other campuses and system

- Concerns about the nature of the Interim President scope of authority

- Identifying leadership needs (qualities, unique needs of university communities, recognizing useful resources, etc.)

- Forward-looking transparency related to benefits for both campuses

- Ensuring we preserve our strengths, especially our county-based Extension model (all 95 counties)

- Addressing rumors with a unified and informed campus voice

- Professional respect in collaborations (e.g., respecting boundaries, cultures, and protocols of units moving forward)

- Fear that this is a creative way to redistribute federal and state line items

- Fear that autonomy in budget decisions has been lost

- Donor fund allocation (including scholarships)

- Process caused disengagement

Several individuals expressed a feeling of being caught in the middle between UT administration and their clientele and local partners. Concerns related to this issue included the inability to answer questions related to the reason for unification due to a lack of information

from the administration. Furthermore, many expressed that if communities had been brought in on the front end of this decision, they would have been able to build local, grassroots support for unification. Utilizing local Extension programs to convey information and build support on the front end was a missed opportunity.

Charge-specific Findings (Listed in order of frequency mentioned.)

What are the most successful existing collaborations between UTIA and UTK that embody our land-grant mission?

- Extension in all 95 counties delivering research-based solutions directly to clients
- Needs-based programming in each county
- Ten research and education centers across Tennessee; hosting Field Days
- Relationships Extension agents have with county stakeholders and clients
- One of the largest and strongest 4-H programs in the country
- UTIA relationships with local and state legislative representatives & funding agencies
- Impacts made in each county and reporting
- Master educational programs (Gardeners, Beef, etc.)
- Excellent collegiate experience for students
- Regional Advisory Councils for UTIA

What do you want to ensure is not lost or weakened as a result of the UTIA-UTK (re)unification?

- Identity and brand related to a strong focus on Agriculture
- Funding/resources/space needed to meet our land-grant mission
- Strong, county-based Extension model with true county partnerships (Extension office in all 95 counties)
- Empowerment over which programs are delivered through Extension
- Extension-driven priorities related to delivering needs-based programs
- Autonomy on research topics and programs
- Autonomy concerning funding, advocacy for allocations, etc.
- Ability to preserve and create partnerships and attract donors
- UTIA's prominent status among land-grant institutions
- Leadership structure, protocols, and processes

What programs, infrastructure, and/or services could be provided to better serve your needs and/or contribute to your success?

- Funding to support programs and travel
- Greater number of positions at the county level
- Greater marketing resources to get our story out and our work recognized
- Technology support, including hardware, training, and personnel
- Internal communications (Research updates, educating UTK communities on Extension, greater understanding between campuses of activities each conducts)
- Streamlined processes in HR, financial decisions, etc.
- Greater collaborations between UTK Faculty and Extension
- Better communication from UTK and System
- More System leadership involvement and exposure to Extension
- Regional grant writing support

What new, innovative and/or bold ideas do you have that could incentivize greater collaboration, enhance national reputation, and/or position UT to be a national leader in teaching, research, Extension and/or outreach?

- Transparency and representation in future decisions and success metrics to identify to what extent transparency is realized (short-range goal)
- Involvement of all faculty with Extension programs (mid-range goal)
  - Engaging in new areas of expertise while reconnecting with ground-up, needs-based research directions
- Showcasing Extension and other campus success stories at popular events, such as sporting events (short-term goal)
  - Example actions include stories running on the jumbotron and a Tennessee 4-H clover hanging on Smokey's collar
- Sustainability plan for Extension and AgResearch, including maintaining separate funding lines as well as specific policies and protocols as we move forward as a unified campus (short-range goal)
- Unified marketing campaign between all campuses (mid-range goal)
- Acquiring more land/space in the Knoxville area and proximate to research stations (long-range goal)
- Broadening use of 4H Centers and Ag Research Centers among new audiences and new education programs (short term goal)

- - Examples include increasing leadership group use or utilizing facilities for online learning opportunities

- Showcases on technology a greater focus at AgResearch stations (mid-range goal)

- Marketing personnel in every county (long-range goal)

- Online degree options, courses, and partnerships with industry to promote degree career options (long-range goal)

Executive Summary: Government Stakeholders (Group 5)

<u>**Team Members**</u>
Carey Whitworth, Associate Vice President and Director of State Relations, UT System

<u>**Overview**</u>
Approximately 25 individual interviews were held with key government stakeholders and partners of the UT Institute of Agriculture, including key legislative committee leaders, legislators with familiarity of UTIA services and expertise, state department and agency leadership, and federal agency representatives. In addition, background and survey information was distributed to city and county government officials and other government stakeholders.

<u>**Process**</u>
Each interview began with an explanation of the background and context of the unification, as well as an explanation of the unification team, its charge, and the role of the listening sessions in moving forward. While interviews focused on the four key questions listed below, conversations were not constrained by them. Questions asked of interviewees include:

1. [THEME: UT'S ROLE AS THE LANDGRANT] Together, UTK-UTIA is the land-grant.

    Land-grants are institutions designated by state legislatures or Congress to receive the benefits of the Morrill Acts of 1862, 1890, and 1994. The original mission, as set forth in the first Morrill Act, was to teach agriculture, military tactics, and the mechanic arts as well as classical studies so members of the working classes could obtain a practical education.

    In your opinion, what are the most successful examples of UT embodying our land-grant mission?

2. [THEME: CONCERNS] The UTIA-UTK (re)unification's purpose is about leveraging UT's collective strengths in order to provide greater leadership in areas of state need and grow our impact and ability to serve. While this is our objective, we understand that change is sometimes met with concern. In order to alleviate those concerns, our leadership must understand them.

    While the focus is on becoming stronger, what do you want to ensure is <u>not weakened or lost</u> as a result of the unification?

3. [THEME: EMERGING NEEDS] What programs, infrastructure, and/or services could be provided to better serve your constituents' needs and/or contribute to their/the State's success? What emerging needs exist?

4. [THEME: BIG IDEAS] What new, innovative and/or bold ideas do you have that could help meet Tennessee's grand challenges, incentivize greater collaboration, enhance national reputation, and/or position UT to be a national leader in teaching, research, Extension and outreach?

Summary of Findings

Several trends emerged from the interviews. Frequently occurring responses for each category have been summarized at the start of each section below. Specific comments and ideas from interviews are also listed.

Start

Frequently cited topics include:

－ Bolster research, education, and outreach efforts to assist the state's emerging hemp market and farmers either currently growing or seeking to grow hemp;

－ Improve educational program offerings and hands-on training surrounding meat and dairy processing; and,

－ Increase agriculture-related youth education, dual enrollment, or other early postsecondary opportunities (EPSOs) for high school students across the state.

Examples of other feedback provided include:

－ There is a need for greater understanding and respect for agriculture and food production (i.e. More agriculture education for non-industry populations).

－ UT could develop resources to help address the rise in farmer suicide.

－ UT Extension agents could be utilized to encourage educational attainment, recognizing that "higher education does not just mean a UT degree. Encouraging attainment across the board will help counties improve."

－ "Be rural focused."

－ Expand outreach to the state's horse industry and horse owners.

－ There is a need for leadership training in Tennessee's rural and distressed communities that goes beyond youth development programs.

Concerns-Opportunities-Considerations

While most government stakeholders were somewhat neutral on the unification itself, the most frequently cited concern either heard or held by government officials relates to the decision-making timeline for the unification and limited stakeholder involvement in the process. Several officials provided feedback on the listening sessions, specifically referencing their belief that they should have occurred prior to the decision.

Concerns also trended regarding the potential long-term weakening of agriculture at UT. Ensuring sustained leadership focus on agriculture both at the campus and system levels trended often in interviews as a way to address this issue. Further, government stakeholders held a clear sentiment that UT Extension should be prioritized, its values and mission protected,

and its capacity expanded. Several officials also referenced hearing that the unification's goal was ultimately to move all agriculture-related programs to UT Martin.

Examples of other feedback provided include:

– In the future, hold listening sessions in advance to gain buy in and support.
– Promote consumer education among students and the public (i.e. the average person does not have sufficient knowledge of nutrition or agricultural practices).
– Consider providing more personnel resources to manage research grants (relieve faculty of this burden).
– "Agriculture is the state's top industry, so our collegiate sector should be focused on improving Tennessee agriculture."
– "The biggest concern that has been raised by the Ag community is that the change did not come from the bottom up. The concern is related to the process and long-term uncertainty regarding what this means to the strength of UTIA."
– Consider aligning expertise to "save Tennessee's waterways" and address issues surrounding the state's Asian Carp ecological invasion.
– "UTIA must continue to strive to enhance relevancy to Tennesseans."

Continue-Maintain

UTIA Extension and AgResearch were frequently cited by government stakeholders as the most successful examples of UT's land-grant mission. Government stakeholders have consistently praised the work of Dr. Tim Cross and the UTIA team as it relates to fulfilling the ag-based needs of the state.

Several government stakeholders referenced the fact that agriculture is the state's top industry, and therefore the high priority they believe should be placed on agriculture at the University of Tennessee.

Examples of other feedback provided include:

– "UTIA has a reputation for being a great partner and an entity with which it is easy to partner."
– As the only land-grant in the country structured as two separate entities, one official noted "if you're the last, you probably should change."
– "UTIA's presence and service to the state is strong."

- Continuing the strong level of service from UT Extension/UTIA is critical.
- UTIA's partnership with the Department of Human Services goes a long way in addressing food insecurity, nutrition issues facing families, and food deserts.

Big Ideas

Government stakeholders frequently cited the need for more flexible, stackable, or micro-credential options for agriculture students who may not persist to a bachelor's degree. They also stressed providing more agriculture education to non-agriculture majors. Stakeholders voiced concern that students may be graduating college with limited knowledge of agriculture as it relates to them personally as consumers, as well as the challenges and realities the agricultural economy faces.

Several stakeholders brought forth the concept of utilizing the power of UT Extension agents to advance educational attainment across the state—encouraging students (particularly in rural areas) to pursue postsecondary credentials. Stakeholders at the Association of Public and Land-grant Universities (APLU) pointed to several examples of initiatives aimed to both recruit and support students from rural backgrounds.

Leveraging UT's partnership with Oak Ridge National Lab to benefit agriculture was also referenced as a "big idea" to pursue. This was brought forth in relation to the proposed Oak Ridge Institute, as well as the Governor's priority of advancing the state's agriculture tech industry and securing Tennessee leadership in this area.

Examples of other feedback provided include:

- "A game changer for West Tennessee's agriculture economic development would be the development of the port site in Lake County."
- Tennessee needs to invest in a beef processing facility and promote meat processing education.
- "UT could do more to provide opportunities for…agricultural experiences and education. Whether through EPSOs, Governor Lee's GIVE Act, or university courses, we all can help get agriculture education in the classrooms to provide hands-on experience."
- Encourage and expose students to multi-disciplinary careers in agriculture. Incorporate agriculture education and experiences into nontraditional agriculture course work (i.e. STEM fields).
- Focus on helping farmers be productive and successful in the state's emerging hemp market. "Farmers need access to both basic information on hemp production as well as resources to assist the marketing of hemp products."

- "UT should lead the field trials on chemicals that could be used safely on hemp, working with USDA and the FDA."

- "Create majors, learning pathways, and credentials that are relevant to the industry…think outside the box as it relates to [agriculture] majors."

Executive Summary: Community Stakeholders (Group 6a)

Team Member
Linda Martin, Vice President for Academic Affairs and Student Success, UT System

Overview
Approximately 20 community listening sessions were held across the state (locations listed in the appendix) to engage key stakeholders who had not been previously engaged through other sessions; each session was approximately 2-3 hours in duration. Community listening sessions were open to the public; participants included producers, agribusiness representatives, commodity group leaders and members, Master Gardeners, Extension staff, Experiment Station staff, UT staff, retirees, alumni, donors, 4-H volunteers, local business owners, elected officials, and agricultural advocates. Sessions were scheduled across the state and advertised through Extension, commodity groups, email, and newspaper. At each session, background information and a link to the unification survey were distributed to attendees and hosting locations. Participants were urged to distribute this information to those who might be interested in providing feedback, but were unable to attend.

Process
Each session provided historical background, an overview of the unification, the charge of the committee, and an explanation of the listening session format. We encouraged input on ways to strengthen partnerships and collaborations; present and future stakeholder needs; ideas for new and innovative multi-disciplinary research, education, and Extension/outreach programs; and opportunities to improve the effectiveness of employees, enhance student success, and meet statewide needs.

Because there was considerable lack of clarity among participants around the unification process, considerable time was invested in describing the associated changes (title and reporting lines), explaining the rationale, and addressing the many rumors surrounding the unification (de-emphasis of agriculture, location, identity, changes in services provided, changes in allocation of resources…). Participants had the opportunity to voice concerns and get answers to questions about the reunification.

Initial Observations
It should be noted that, before participants could be engaged in brainstorming, they needed the opportunity to ask questions, express concerns, share frustrations, and gain greater clarification about the proposed changes. The greatest concern, uniformly expressed at every listening session, was that regarding the unification process. Stakeholders felt as though the decision was made hastily; stakeholder input was not sought before the Board voted; faculty and staff had not been part of the decision-making process; and Extension offices around the state were not prepared to answer stakeholder questions. It was clear that this resulted in an erosion of trust, suspicions regarding underlying motives, and concerns about the future of UT Institute of Agriculture.

Stakeholder Input

Stakeholders were invited to provide input on the following four guiding questions. It should be noted that, for most of the sessions, input was provided in an issue-based open dialogue format and was not provided question-by-question. This resulted in rich and robust discussions, and provided feedback that could be more easily reported thematically (see below).

Guiding Questions:

1. *Together, UTK-UTIA is a land-grant. What are the most successful existing initiatives that embody our land-grant mission?*

2. *What do you want to ensure is not lost or weakened as a result of the UTIA-UTK (re)unification?*

3. *What programs and/or services could be provided to better serve your needs?*

4. *What new, innovative and/or bold ideas do you have that could enhance national reputation, and/or position UT to be a national leader?*

Summary of Findings

Several trends emerged from the community listening sessions (all comments collected have been retained for future reference). Frequently occurring responses for each category have been summarized and are listed below:

Barriers-Challenges

− The most frequently mentioned challenge with regard to the unification is the ability to restore trust; the need for transparency; the ability to develop stronger and more frequent opportunities for communication; enhanced engagement with stakeholders; and the need to restore relationships. Trust is key to building strong collaborations and partnerships.

− Many stakeholders mentioned the need to upgrade Extension offices across the state. Since these offices are the "front door" to UT, they should be inviting and project a positive image. Many facilities are outdated and undersized (small counties are disproportionality affected). There is a universal need for competitive salaries, more staff, and restoration of funding.

− The hiring process must be more nimble (Extension); positions can go a full year (or more) before being filled. There was strong agreement that this has often prevented UT from making the desired hires (many of the best candidates go elsewhere for employment). As a result, some programs go without leadership for extended periods and stakeholder needs go unmet.

Opportunities-Considerations

− A number of participants expressed value in having UTIA and UTK work together to develop a shared vision and core values that could be used to guide future initiatives

and collaborations. Many expressed an interest in seeing something more formal, like an MOU, signed by the current leadership outlining areas of concern (scholarships, grants, funding, curriculum, identity, capital projects…). Most felt as though this could help to establish "ground rules" that could transcend changes in leadership.

  − Stakeholders expressed the desire to have UT leadership provide regular, in-person updates (across the state) with regard to the unification, new collaborations, and emerging initiatives. Others felt as though UT could work to convene commodity groups to work collectively on shared concerns and new initiatives. Stakeholders appreciate the opportunity to interact with UT leadership and would be strongly supportive of having more opportunities to do so; some suggested a "road tour" for all new UT faculty to learn more about the state and better understand the land-grant mission.

  − Many opportunities identified focused on serving current and emerging needs of agriculture across the state; engaging youth (rural and urban) in pursuing agricultural careers; enhancing research, processing, and marketing opportunities; expanding value-added products and technologies; and enhancing urban agriculture. Many stakeholders identified opportunities for crosscutting and multidisciplinary research and recognized the value in being able to bring the full range of academic disciplines at UTK and UTIA together to solve complex problems.

Continue-Maintain

  − Stakeholders emphasized the value of Extension and the importance of having a presence in every county. Many provided testimonials to the important role Extension has played in the success of their farm, agricultural enterprise, and/or business, and shared personal stories about Extension staff members who played a key role in their personal and professional success. Stakeholders identified areas of specific need and urged UT leadership to identify ways to further enhance the reach and impact of Extension across the state.

  − Many identified the "personal touch" as something that has made UTIA unique. Student-focused education and faculty academic advising have been the hallmark of the institute for generations (and should continue for generations to come). This has been, and will continue to be, one of the most important aspects of student success. Stakeholders point to the people-focused aspect of teaching, Extension, and research as the single most important aspect to ensure does not change.

  − Many other highlighted important programs that have been highly successful; Master Gardeners and 4-H were those most frequently mentioned. Many spoke to the impact these programs have had in the state and across the country and identified opportunities to more fully engage volunteers in UT student recruitment efforts.

– Many of the "big ideas" focused on enhanced curricular opportunities for UT students. Suggestions included developing new course equivalencies; requiring internships; offering a "Food 101" course; expanding the general education curriculum to incorporate more UTIA-taught courses; and requiring a "Land-grant Heritage" course of all undergraduates.

– Some suggested a common experience for all UTIA entering first-year students (a week at Lone Oaks) that could include both academic and experiential components; others spoke about engaging students from across campus in establishing a community garden and creating a farmer's market. Other suggestions included establishing a two-year agricultural degree program; creating a holistic, integrated undergraduate experience around grand challenges; and creating cross-campus, multidisciplinary student research opportunities.

– Others suggested additional ways to more fully assimilate UTIA and UTK students and connect them to the entire campus. Some mentioned expanding food options; creating "One-Stop" student services; designing collaborative study spaces; enhancing transportation and parking; offering non-UTIA classes in UTIA buildings; and creating more opportunities for shared student experiences.

– Many suggestions focused on engaging the full impact of the flagship; bringing together the full range of disciplines to address complex issues; and using Extension as an information delivery system for disciplines typically represented in UTK (nursing, sociology, and medicine) to more holistically serve Tennessee communities. Many recognized the reunification as an opportunity to bring new expertise to Extension; some suggested creating a "UT Speakers Bureau" of faculty from across UT who could provide needed expertise.

– Several suggested using Extension offices as student recruitment centers for the entire UT System and providing staff with the resources to effectively direct prospective students to UT degree programs. Many saw opportunities to increase enrollment across the entire campus through 4-H and provided examples of strategies to grow enrollment.

Executive Summary: Other External Stakeholders (Group 6b)

Team Members
Paul Armsworth, Professor, Ecology and Evolutionary Biology, UTIA

Overview
When identifying constituencies (workgroup assignments on page 5) to engage in the consultation effort, we included a category of External Stakeholder Organizations. This constituency was distinct from a separate group that focused on public agencies and political appointees and one focused on private individuals. Instead, this constituency included organizational responses from non-governmental organizations (NGO) and like groups. Many of the identified organizations included were particular agricultural commodity groups. However, this assignment also was one that integrated a large and highly diverse set of organizations interested in our land-grant mission, such as environmental nonprofits, groups focused on outdoor recreation or organizations promoting rural community development initiatives. That more miscellaneous subgrouping (labeled External Stakeholder Organizations: Other) is the focus of this summary.

Process
For this rather open-ended subgrouping, we opted to rely entirely on the survey instrument (survey questions appear in Appendix J) in lieu of listening sessions. We took a two-pronged approach to building a list of the organizations to receive the survey. First, we relied on faculty to nominate specific contacts within collaborating organizations. Second, we used a more systematic protocol to identify additional contacts using GuideStar, a national database of nonprofit entities. Using these two approaches (faculty suggestions and our more systematic protocol), we arrived at a contact list of over 200 contacts at relevant External Stakeholder Organizations. The final list encompassed a broad diversity of perspectives covering groups active in running agricultural fairs, foodbanks, Boys and Girls Clubs, environmental groups, gun clubs and more. Each contact received the survey along with a covering email as well as a reminder encouraging them to submit in order to increase the return rate.

Once the surveys were completed, we extracted all respondents who self-identified as representing a "Special interest group." We also included respondents who selected "Other" or did not provide a response to the question if in the text box responses they provided an answer that identified them as representing external stakeholder organizations in the text box responses. This provided 23 completed survey responses spanned groups focused on nutrition (e.g., Chattanooga Area Food Bank), community development (e.g., Open Table Nashville), social services (e.g., Rescuing Health), urban greenspace (e.g., Overton Park Conservancy), water quality (e.g., Tennessee Clean Water Network) and more. They are also located across the state.

Summary of Findings
The 23 representatives of External Stakeholder groups were positive about the unification effort. They agreed that the unification effort would improve the ways UT serves counties and

communities across the state (3.8/5); agreed it would enhance collaboration between the UT Knoxville campus and UTIA (3.9/5); agreed it would positively enhance the University of Tennessee's national reputation (4.0/5); agreed that it would improve how UT helps the community and/or state (4.0/5). They were neutral as to whether it would attract more students to UT (3.3/5) and disagreed that the change would affect them personally (1.9/5). The open-ended responses from these 23 External Stakeholder respondents emphasized that they felt the Unification effort would make us more effective and efficient (e.g., "It always seemed like an unnatural division. I believe this change will remove some barriers and allow for more real progress as well as greater accessibility to public." or "breaking down silos and eliminating duplicate efforts is always a positive.") They also highlighted the work of UT Extension as being critical to our land-grant mission and being something that they did not wish to see lost or weakened as a result of the unification effort.

Their suggestions for enhanced services we could provide or big ideas we could pursue often focused on mission-specific areas for particular respondents (e.g., "Extension program to help initiate community centered and private gardens in food desert areas, food-related education (show children how to prepare the foods they grow) that is multi-generational, empower impoverished neighborhoods to organize and vote." and "Our business is water quality… We could definitely use help monitoring the impact of soil health practices on agriculture runoff and pollution of TN's waters."). However, one recurring theme across many different respondents was that they saw great value in having UT strengthen our partnerships with small nonprofits and community groups across the state.

To give a few examples of comments suggesting this as a priority: "support, educate, and empower small NGOs that impact tiny communities on a very large scale. It is low-hanging fruit with maximum return on investment."; "UT could take the lead in establishing (with other organizations) the promotion of Tennessee as one of the 'greenest' states in the US. The many groups could use someone to co-ordinate and unify their efforts and projects," and "Continued strengthening of UT and UTIA with community partners to increase education and collaboration around shared missions."

Executive Summary: Survey and Online Portal (Group 6c)

Team Members
Karen Etzkorn, Research and Special Projects Manager, UT System
Tiffany Carpenter, Associate Vice President for Communications, UT System

Overview of Process
As part of the feedback collection process, the committee designed (1) an anonymous online survey with both Likert-type (quantitative scaled items) and open-ended questions and (2) an abbreviated questionnaire designed as an anonymous online portal that individuals could access via the Transparency Website [1]. The purpose of creating the survey and portal was two-fold. First, doing so provided an opportunity to collect feedback from individuals who were unable to attend the in-person listening sessions due to location or scheduling conflicts. Second, the anonymous online options created an avenue for collecting feedback from individuals who wanted to share their feedback privately or did not want to be identified. This option appealed to a large number of UTK and UTIA employees who opted to provide their honest feedback confidentially.

The survey, a copy of which appears in Appendix J, was emailed to approximately 5,647 recipients, including a variety of employee email lists (e.g., all UTK faculty, all Extension employees, etc.) as well as stakeholders identified by the Reunification Team on an individual basis. The survey was accessible only to individuals who received the link to access it by email. The online portal, conversely, was available via the website and accessible to the public. Another important distinction between the survey and the portal data is that, while the survey collected basic demographic information (e.g., affiliation or perspective of responses given), the portal contained only the open-ended items, so it was not possible to identify whether the respondent was an internal or external stakeholder.

Initial Observations
While it is not possible to know exactly how many individuals received the survey since respondents could forward the link to others, we know that over 1,200 individuals viewed it. Of those who opened the survey, 581 response sets (48%) were sufficiently complete for analysis. Nearly 70% of respondents self-reported an "Active UT" affiliation, (e.g., faculty member, administrator, student, staff, or Extension employee), which included over 400 responses from UTIA/UTK faculty, staff, and Extension alone. By comparison, the portal, which collected only 20 responses, still provided additional rich written-response data for inclusion in the overall analysis. Respondents were mostly neutral to positive in their perception of the change. Of those who viewed it negatively, it was largely due to the way it happened, rather than the decision itself.

Summary of Findings
Based on the demographic items that respondents answered, it is possible to provide several generalizations about the characteristics of those who completed the survey:

- Responses were overwhelmingly internal to UT, and the majority reported holding a position at the university as a faculty or staff member.

- Of those without a current UT affiliation, most of the responses came from donors, alumni, and retirees within the state of Tennessee.

- Responses received from outside of Tennessee came from 16 other states and the District of Columbia, and included several federal employees and funding agencies.

Respondent Categories:

- Active UT: includes faculty, staff, administration, and students from both UTK and UTIA, as well as Extension and system employees. The largest response groups included UTK faculty and staff (40%), UTIA faculty and staff (24%), and Extension employees (19%).

- TN Residents: includes alumni and retirees (34%), farmers and producers (16%), and special interest groups (14%).

- Out-of-State: includes UT Donors living elsewhere (36%), federal employees (18%), and non-TN residents who are alumni or retirees of UT (18%)

The survey included ten scaled items (1=Strongly Disagree to 5=Strongly Agree) as follows:

	M(SD)	Disagree or Strongly Disagree	Neutral	Agree or Strongly Agree
The reunification of UTK and UTIA is likely to…				
…improve the ways UT serves counties and communities across the state (n=563)	3.14(1.24)	28.60%	33.93%	37.48%
…enhance collaboration between UTK and UTIA (n=566)	3.50(1.24)	21.55%	25.09%	53.36%
…positively enhance the University of Tennessee's national reputation (n=564)	3.51(1.20)	18.97%	28.90%	52.13%
…improve how UT helps the community and state.	3.23(1.25)	27.82%	30.11%	42.08%
…attract more students to UT (n=565)	2.96(1.25)	31.33%	40.18%	28.50%
…affect me personally (n=570)	3.28(1.25)	23.86%	32.98%	43.16%

	M(SD)	Disagree or Strongly Disagree	Neutral	Agree or Strongly Agree
Item Statement				
Reunifying UTK and UTIA is likely to have a positive outcome for the university as a whole (n=401)	3.47(1.19)	17.96%	30.92%	51.12%
I support the reunification of UTK and UTIA (n=396)	3.29(1.37)	27.78%	27.02%	45.20%
UTK and UTIA are stronger together than they are separate (n=399)	3.39(1.31)	22.81%	28.07%	49.12%
Research partnerships are likely to improve across UTK and UTIA following the reunification (n=397)	3.39(1.19)	20.91%	30.73%	48.36%
There will likely be new collaborations resulting from this reunification (n=399)	3.39(1.19)	20.30%	31.08%	48.62%

For the respondents who answered a two or higher regarding whether they believed the reunification would personally affect them, they received an additional item in their survey set asking how they perceived the change (i.e., positively, negatively, unsure, or no change anticipated). Of the 478 individuals who answered this item, more respondents believed the change to be positive (31.67%) than negative (23.96%). However, the largest number of responses came from those who were unsure yet how the change would affect them (34.17%); the remainder (10.21%) believed they would experience no change on a personal level resulting from the reunification.

When asked to explain their reasons for the answers above, respondents provided considerable detail to support their response. For each category, five representative/common responses have been selected to illustrate the overall tone and content of the response option.

Positive: 31.67%	Negative: 23.96%	Unsure: 34.17%	No Change: 10.21%
"[Reunification] will increase collaboration, making the best use of funds, equipment, and personnel, possibly even facilities to reduce duplication and increase results."	"The reason for [reunifying] has many justifications; however, the way in which it's being done is a disgrace. The ends do not justify the means."	"I don't know enough about the collaboration and shared strategic plan to offer an informed or detailed opinion."	"My work will not change. It will remain the same."

Positive: 31.67%	Negative: 23.96%	Unsure: 34.17%	No Change: 10.21%
"The presence of the University will be stronger and seen positively due to the reunification."	"The lack of communication on the front-end of this process has broken what trust existed. Without concrete plans and details on how to proceed, it is difficult to move past that."	"I do not understand the motivations for the merge. I feel as though the merger is more of an administrative ordeal than something students will notice."	"I've worked with UTIA faculty for years; reunification is unlikely to make a difference one way or another."
"The distinction is confusing to outsiders."	"The main campus does not understand the operation and needs of the Ag campus."	"How this occurred was most certainly negative, but the change may be potentially positive."	"There are positives and negatives, so they will generally balance out."
"It will eventually bring clarity that we are all working toward the same goals and objectives."	"There is a loss of identity. Decisions are being made by non-agriculture connected leaders."	"I do not feel as if I have been given a full account of the potential costs and benefits associated with the reunification."	"We've been together, then separate, and now back together and most people hadn't even noticed."
"It is my hope that the reunification will allow Extension to provide even more needed services and resources to our county and community for families, farmers, and friends."	"In the future, Ag will become just another college in UTK with no services mission and a total emphasis on getting grants with overhead."	"My main hope is that it would lead to new collaborations, students, or funding, but it could go either way."	"I don't feel it has any impact on what I do."

In addition to the 10 scaled items on the survey, respondents to both the survey and the portal provided extensive input regarding several guiding questions:

1. *What are the most successful existing initiatives that embody our land-grant mission?*

2. *What do you want to ensure is not lost or weakened because of the (re)unification?*

3. *What programs and/or services could be provided to serve your needs better?*

4. *What barriers must be removed to ensure greater collaborations between UTIA and UTK?*

5. *What new, innovative and/or bold ideas do you have that could enhance national reputation, and/or position UT to be a national leader?*

Most Successful Existing Initiatives in Place

- A large number of respondents were unaware of any existing collaborations, though numerous respondents said they would like to see new collaborations develop. Of those that did mention existing collaborations, they pertained primarily to research involving Family and Consumer Sciences, Nutrition, Biology, Extension, Education, the Institute for Public Service, the Baker Policy Center, and the Smith Center for Sustainable Agriculture.

- Another group of responses stressed the fact that there are numerous teaching and research collaborations happening on the campuses, but noted, "We have not done a great job of telling our success stories."

Ensure the Following Are Not Weakened or Lost

- Extension and County Services – The fear of losing Extension and its valuable contributions across the state was the most overwhelming and prevalent response to this question. As one responded, it is critical to preserve "Extension Service and the truly good and meaningful work that is being done in all 95 counties."

- Core Values and Unique Identity – Many respondents stressed the importance of maintaining the branding, identity, and small-campus feel of UTIA: "The distinction of UTIA communicates a sense of distinction; that uniqueness and prestige is a benefit." Another respondent stated, *"*I think it is highly important that the priorities of one campus do not supersede the priorities and needs of another."

- Other items appearing multiple times include a desire to maintain 4-H Funding/Youth programs; rigorous academic standards; Ag Research; and community outreach.

New Programs and Initiatives Needed

- Although not a new program or initiative, the most common response to this question related to improved communication and sharing information transparently, directly, and "not through the grapevine." Possible solutions could be shared professional development and training programs, or a Research Newsletter.

- Others noted that it would be beneficial for staff, particularly those in offices like Human Resources, Risk Management, and Emergency Preparedness, familiarize themselves with both campuses equally, which will improve collaborations and consistency.

- While respondents describe a need to remove barriers, such as duplicated services and offices, numerous responses cited a need for shared services with the possibility for satellite offices on the Ag campus—like having a diversity office there. In this vein, many participants would like to see the Research offices collapsed into a single entity, and

expressed their desire for new policies and procedures to make research collaborations easier and more efficient. One respondent noted, "Parallel research offices end up being advocates for their own faculty and research agendas as opposed to a broader goal of a unified UTK. Similar structures that support the idea that UTIA faculty are 'apart' from the rest of campus will perpetuate the culture of two separate institutions. At the same time, teaching functions at UTIA appear to be under resourced, which create barriers to joint faculty."

Barriers to Remove

– Monetary Barriers, including F&A allocations, paying for duplicated structures or support (e.g., Communications Offices, Research Offices, parallel departments), improving the ease of submitting joint funding proposals, and improving salary inequity across the two campuses, must be addressed.

– Physical Barriers also exist, such as the unavailability of parking. Numerous respondents noted their desire for better and faster transportation between the two campuses.

– Communication Barriers, such as finding ways to work toward a common goal, promoting interdepartmental collaborations, and ensuring greater transparency in future decisions are critical issues identified by survey respondents.

– Cultural Barriers, such as the perception that UTK does not value agriculture and its contributions, the prevalence of disciplinary silos, and territorialism, as well as a need to align practices for hiring, firing, and travel policies will be important considerations in the reunification.

Big Ideas

– Communications and Public Relations Efforts: Promote the campuses as one to new students, and ensure the Ag campus is a stop on campus tours and included on orientation days. Similarly, increase PR and communications to the public to showcase how the University of Tennessee improves agriculture and the economy in the state. Consider developing mobile labs or services for greater publicity at events.

– Solve Big Problems: Find ways to join together across the disciplines to address society's most pressing issues, including climate change, clean fuel, water resources, and livable cities. Explore creative ideas like rooftop landscaping or volunteer student gardens to provide learning experiences and nutrition for food-insecure students.

– Improve Faculty Incentives and Unique Opportunities for Students: Encourage faculty to seek research and teaching grants by offering greater returns or bonuses for cross-college efforts. Find ways to get UTK faculty into Extension offices for programming across the state. Utilize the existing expertise to create a leading national graduate program in the plant sciences. Create more joint UTIA-UTK faculty appointments. Consider allowing students to have internships on farms while taking online courses.

- Be First or Follow National Trends: Create a YouTube video library on popular or unique topics; leverage the UT (INS) drone program with Ag facilities to establish a national center for UAV research and partnerships. Focus on topics growing in popularity, including the hemp industry and wine and cider industry; hire a poultry specialist. Explore and create "citizen scientist" programs or events.

- Bring the Campuses Together: In addition to merging duplicated services, consider joint programs or a shared museum that highlights innovations and topics from both campuses. Consider programs like Indigenous or Native American Studies, which can bring together humanities and land-based education. Find ways to link social sciences with agriculture and Extension programs. A shared drone/UAV and spatial data analysis lab to support faculty and students looking to use these technologies across the two campuses.

- Utilize Resources More Efficiently: "UTIA controls many land holdings that could be sites for field research and education." "UTIA and UTK have overlooked advancing the UT Gardens, which are a great front porch of UTK and provide a wonderful gateway for engaging our communities and constituents on our campus. A visitor education building would significantly advance the Gardens."

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[1] https://tennessee.edu/transparency/utk-utia-unification/

Appendices

Appendix A: Missions and History

The University of Tennessee was founded in 1794 as Blount College. Over subsequent years, it was known as East Tennessee College, East Tennessee University, and finally the University of Tennessee. UT's main campus began with "The Hill" in 1820, where new dorms, faculty, and buildings marked a period of significant growth and change. Early Presidents, as was the case with most 18th-and 19th-century colleges and universities, were often ministers, with training in the classics, sometimes law, and only later in modern science. An early notion of area specialization, modeled on UVA's 1824 "College of Arts and Sciences," paved the way for modern majors at UT.

Under the 1862 Morrill Act, the federal government gave endowment funds to East Tennessee College, as it was known then, and the Tennessee legislature designated it as the state's land-grant institution in 1869. Clashes between a pro-Union east Tennessee and a pro-Confederate middle and West Tennessee delayed the beginning of the new post-Civil War UT for 10 years, but, in 1879, the legislature re-named East Tennessee University as The University of Tennessee, both a University and College of Agriculture, with a fresh charge to provide "agricultural and mechanical" as well as classical education to the citizens of the state. President Charles Dabney oversaw the collaboration between a traditional academic curriculum and a more agricultural one. Under Dabney, the new UT began to admit women in 1887, ceased military training, and saw the first direct state treasury appropriations.

Adding to the teaching college, UT established its Agricultural Experiment Station in 1887 (via the Hatch Act) and later the Agricultural Extension Service (under the Smith-Lever Act of 1914). These components connected Tennessee farmers to scientifically based programs and procedures to benefit the state, amplifying the effect of UT's early "farmer's institutes" in various counties and regions. Key organizers of this era included Brown Ayers, Harcourt Morgan, and other faculty and leaders. Morgan preached the benefits of UT to the state, the importance of protecting Tennessee's land for future generations, and the interrelationship of human activity and nature. In 1974, the UT College of Veterinary Medicine became the fourth component of the UT Institute of Agriculture.

The establishment of the System in 1968 absorbed the former Chattanooga College, UT-Martin (formerly Hall-Moody, then Tennessee Junior College, then UTJC), the Space Institute (formerly the Arnold Engineering Development Center), and the UT Medical Units (now UTHSC) into a new UT System of campuses. Andy Holt moved from President of UT to President of the UT System while remaining at Knoxville. Proponents of the merger cited efficiencies in legal staff, fundraising, campus planning, financial management, and legislative impact. Soon after that began a growing relationship with Oak Ridge National Labs and the Institute for Public Service. However, the foundation of the System also divided UT's main campus into UTIA and UTK, with different Vice Presidents, Vice Chancellors, and in 2011 a Chancellor. Dr. Cross's recent title change to SVP and SVC reflects the Institute of Agriculture's crucial role in the leadership of the campus and the System. Persistent challenges in defining the role of the System and the

campuses, particularly the Knoxville campus, go back, ironically, to the steady leadership of Andy Holt and his transition from campus to System President in the moment of the System's origin, and to his colleagues Joe Johnson and Ed Boling, who followed Holt as president.

The Land-Grant Mission [1]

A land-grant college or university is an institution that has been designated by its state legislature or Congress to receive the benefits of the Morrill Acts of 1862, 1890, and 1994. The original mission of these institutions, as outlined in the first Morrill Act, was to teach agriculture, military tactics, and the mechanic arts as well as classical studies so members of the working classes could obtain a liberal, practical education.

Over the years, land-grant status has implied several types of federal support. The first Morrill Act provided grants in the form of federal lands to each state. The states used the proceeds from selling those federal lands to establish a public institution to fulfill the act's provisions. At different times, money was appropriated through legislation such as the second Morrill Act and the Bankhead-Jones Act, although the funding provisions of these acts are no longer in effect.

A key component of the land-grant system is the agricultural experiment station program created by the Hatch Act of 1887. The Hatch Act authorized direct payment of federal grant funds to each state to establish an agricultural experiment station in connection with the land-grant institution there. The amount of this appropriation varies from year to year and is determined for each state through a formula based on the number of small farmers there. A major portion of the federal funds must be matched by the state.

To disseminate information gleaned from the experiment stations' research, the Smith-Lever Act of 1914 created a Cooperative Extension Service associated with each land-grant institution. This act authorized ongoing federal support for Extension services, using a formula similar to the Hatch Act's to determine the amount of the appropriation. This act also requires states to provide matching funds in order to receive the federal monies.[4]

Land-Grant Institutions [2]

The history of land-grant colleges of agriculture is intertwined with the history of higher education for U.S. citizens of average means. The land-grant system began in 1862 with a piece of legislation known as the Morrill Act. This law gave states public lands provided the lands be sold or used for profit and the proceeds used to establish at least one college—hence, land-grant colleges—that would teach agriculture and the mechanical arts. The legislative mandate for these land-grant colleges helped extend higher education to broad segments of the U.S. population.

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[1] Land-grant University FAQ. *Association of Public and Land-Grant Universities.* Retrieved from: https://www.aplu.org/about-us/history-of-aplu/what-is-a-land-grant-university/

[2] College of Agriculture at the Land-grant Universities: A Profile. (1995). *The National Academies of Sciences, Engineering, and Medicine.* Retrieved from: https://www.nap.edu/read/4980/chapter/2
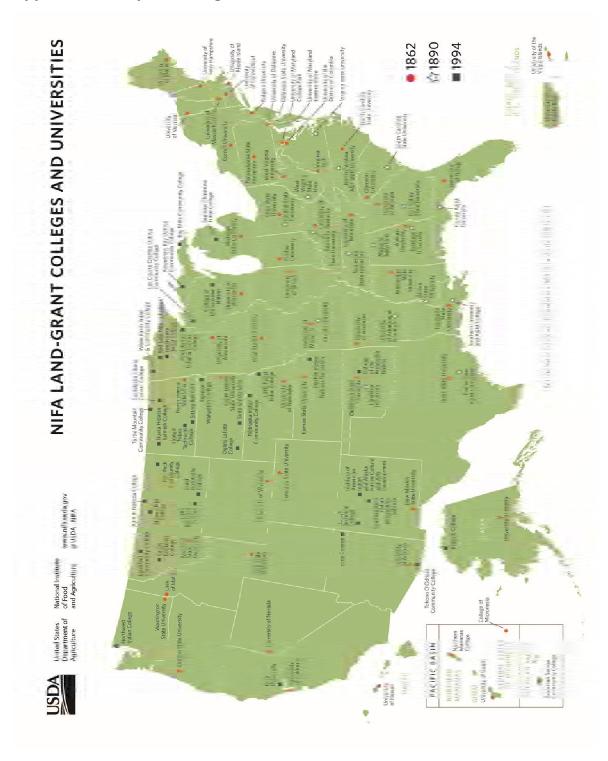
Public universities existed already in some states; however, most states responded to the Morrill Act by legislating new agricultural and mechanical arts colleges rather than by endowing existing state institutions (Kerr, 1987). The act gave rise to a network of often poorly financed colleges known as the ''1862s.'' Congress passed the Second Morrill Act, which provided annual appropriations to each state to support its land-grant college, in 1890.

Over the decades, as the U.S. economy grew and changed, so did the nature of demands for education and scientific pursuit. As more and more U.S. citizens began to attend college, most colleges of agriculture were transformed into full-fledged universities. In some states, like California, Maryland, Minnesota, and Wisconsin, land-grant universities have become the foremost public institutions of higher education and scientific research. In others, such as North Carolina, Michigan, and Oregon, higher education and research functions are shared with other prominent public institutions.

Today, although many land-grant universities are still known for their agricultural college roots, others have little agricultural identity and students are rarely from farm families. Despite their expansion well beyond the teaching of agriculture and mechanical arts, almost every land-grant university still has a "college of agriculture"—colleges more similar to each other than are the universities where they are located.[5,3]

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[3] See Appendix B for a map of all Land-grant institutions.

NIFA LAND-GRANT COLLEGES AND UNIVERSITIES

Appendix C: Supplemental NCHEMS Report on Reporting Structures

NCHEMS

National Center for Higher Education Management Systems

To:	David Miller
From:	Dennis Jones
	Aims McGuinness
Date:	June 10, 2019
Subject:	Compilation of information about organizational structures of research universities

As you requested, we undertook a review of the organizational structure of schools and colleges of agriculture in university systems and universities comparable to the University of Tennessee System. We also looked at the organization of extension because of its direct relationship to agriculture.

Attached is a summary of our findings organized by state. We have included links to organization charts and organizational descriptions for all the systems and universities including agriculture and extension entities. Included are systems or universities in 24 states:

Systems with SEC universities:

- University of Alabama System
- University of Arkansas System
- Louisiana State University System
- University of Missouri System
- University of South Carolina
- University of Tennessee System
- Texas A&M System

SEC universities that are not systems:

- Auburn University
- University of Florida
- University of Georgia
- University of Kentucky
- Mississippi State University
- University of Mississippi

Other Land-Grant Universities among the top 25 public universities in research funding nationally:

- University of Arizona
- University of California System

- University of Illinois System

- The University System of Maryland

- Michigan State University

- University of Minnesota

- Ohio State University

- University of Wisconsin Madison

Other systems with Land-Grant Universities generally comparable to the UT System:

- The University of Massachusetts System

- The University of Nebraska System

Observations

Schools or Colleges of Agriculture and Extension

In comparison to other systems, the UT structure is unique in several respects. In the UT organizational structure, the deans of the College of Veterinary Medicine and the Herbert College of Agriculture have a direct reporting relationship to the Chancellor of the Institute for Agriculture and only a dotted-line relationship to the Provost of UT Knoxville. In all the other Land-Grant universities included in this review, deans of the schools/colleges of agriculture report directly to the provost/vice president/chancellor of the university. In several cases, the deans have a dotted-line reporting relationship to a university- or system-wide vice president/vice chancellor who is responsible for university or systemwide leadership of agriculture-related functions such as Cooperative Extension, research and outreach and engagement—functions that have a statewide reach and involve collaboration with multiple partners. However, in all these cases, the academic or degree-granting entity of the school/college of agriculture is within the academic structure of the Land-Grant university under the responsibility of the chief academic officer—commonly a senior vice president/vice chancellor for academic affairs and provost. Examples of systems (greater detail is provided in the attached summary) include:

- University of Arkansas System

- University of California

- Colorado State University

- University of Nebraska System

Alternatives for the University of Tennessee System consistent with comparison systems would be to have a solid-line reporting relationship of the UT Deans of the Herbert College of Agriculture and the College of Veterinary Medicine to the UT Knoxville Provost and a dotted-line reporting relationship to the head of the Institute for Agriculture. The head of the Institute would be either a Vice Chancellor for Agriculture at UT Knoxville or a Vice President for Agriculture at the system level (recognizing the statewide reach of responsibilities).

Appendix D: Board of Trustees' Materials and Resolution

THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

AGENDA ITEM SUMMARY

Meeting Date:	June 21, 2019
Committee:	Education, Research, and Service
Item:	**Unifying the UT Institute of Agriculture with UT Knoxville and Creating the Oak Ridge Institute at the University of Tennessee**
Type:	Action
Presenter:	Randy Boyd, Interim President

BACKGROUND

At the Executive Committee meeting on May 1, 2019, Chair Compton challenged the administration to explore and propose how to dramatically increase the University's national reputation, impact and research rankings. In response, the administration proposes two action items that capitalize on the talent, resources, and relationships within the University of Tennessee System combined with the University's partnership with Oak Ridge National Laboratory (ORNL).

UNIFYING UTIA AND UT KNOXVILLE

The University of Tennessee must find opportunities to better capitalize on its strengths across the state to develop distinction nationally. The President proposes that the UT Institute of Agriculture (UTIA), which is headquartered in Knoxville, be unified with UT Knoxville, the flagship campus, to elevate the impact and reputation of UTIA and UT Knoxville in relation to other leading and globally competitive research institutions. This change will serve as a catalyst to increase collaborative opportunities between UT Knoxville and UTIA, to more fully deliver on the University's three-part mission of education, research, and outreach to better serve the state of Tennessee.

To capture the benefits described above, the Chancellor of the Institute of Agriculture will become Senior Vice Chancellor and Senior Vice President for Agriculture. As Senior Vice Chancellor, the position will report to the Chancellor of UT Knoxville. As Senior Vice President, the position will report to the University of Tennessee System President serving on the President's Leadership Council. Serving in both cabinets uniquely positions the UTIA head to provide the leadership and support for both UTIA and agriculture across the state.

CREATION OF THE OAK RIDGE INSTITUTE AT THE UNIVERSITY OF TENNESSEE

Over the past two decades, the University of Tennessee and Oak Ridge National Laboratory (ORNL) have built joint facilities, hired prominent research teams, developed a first-of-its-kind joint graduate program, and developed interdisciplinary research initiatives that have helped to

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attract and retain top talent to both the state of Tennessee and to the Department of Energy's national laboratory system.

To best coordinate and administer the joint activities of UT and ORNL, the Administration proposes establishment of the Oak Ridge Institute (ORI). The institute will serve as UT's administrative umbrella for all joint activities and will allow coordinated expansion of graduate education programs to prepare the next generation of scientists and engineers for a global economy that demands interdisciplinary problem-solving, teamwork, and rapid innovation.

ORI will build on the track record of success established by partnerships between ORNL's world-leading staff and facilities and UT's academic enterprise. Coordination of joint efforts through ORI will promote greater focus, efficiency, and accountability; ensure innovative education, training, and workforce development; and provide flexibility to rapidly respond to emerging research challenges and the potential of disruptive technologies.

Committee Action

1. The Committee Chair will call for a motion to recommend adoption of the following Resolution by the Board of Trustees:

> WHEREAS the Board of Trustees is confident that the University of Tennessee Institute of Agriculture and the University of Tennessee, Knoxville would both be greatly strengthened through expanded collaboration and coordination, enhanced national reputation, and consolidation of reporting for all academic and research enterprises as a single institution;
>
> NOW, THEREFORE, BE IT RESOLVED:
>
> 1. The Board of Trustees directs Interim President Boyd to unify the University of Tennessee Institute of Agriculture with the University of Tennessee, Knoxville as described in the meeting materials;
>
> 2. The Board directs Interim President Boyd to solicit faculty, staff, and stakeholder input to ensure that implementation of the unification will result in the intended benefits to both UTIA and UTK; and
>
> 3. At the November 8, 2019 meeting of the Board, Interim President Boyd shall report on a detailed plan on the unification including any additional necessary structural and reporting changes, as well as fiscal implications, and implementation timelines.

2. After discussion and action on the previous motion, the Committee Chair will call for a motion to adopt the following Resolution by the Board of Trustees:

THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

WHEREAS the Board of Trustees recognizes that The University of Tennessee, Oak Ridge National Laboratory (ORNL), and the State of Tennessee would benefit from a stronger and more coordinated relationship; and

WHEREAS Interim President Boyd has proposed the creation of a new institute to foster a stronger and more coordinated relationship;

NOW, THEREFORE, BE IT RESOLVED:

1. The Board of Trustees approves creation of the Oak Ridge Institute at the University of Tennessee (ORI) to organize established joint UT/ORNL programs under a single administrative umbrella and provide a platform for strategic growth opportunities and global impact;

2. ORI shall be led by an Executive Director charged with pursuing leading-edge interdisciplinary research and workforce development in emerging fields;

3. The Board directs Interim President Boyd to solicit faculty, staff, and stakeholder input to ensure the success of ORI; and

4. At the November 8, 2019 meeting of the Board, Interim President Boyd shall submit, for Board approval, a detailed business plan for ORI including necessary structural and reporting framework, fiscal implications, and implementation timelines.

Appendix E: Committee Charge

"Thank you for agreeing to serve as a member of the team to develop recommendations for unifying the UT Institute of Agriculture (UTIA) with the University of Tennessee, Knoxville (UTK).

As a part of this team, you will engage stakeholders and gather ideas for opportunities to enhance collaborations and create stronger partnerships between UTIA and UTK. The team will not determine policies or initiatives but will identify stakeholder groups and devise ways to gather input. Once the team has engaged stakeholders and gathered input, it will synthesize and summarize the feedback, identify common themes, organize recommendations, and present the findings to the three of us. We believe there are many exciting opportunities that can be identified by our faculty, staff, students, alumni, and other stakeholders.

Dr. Linda Martin, UT Vice President for Academic Affairs and Student Success, has agreed to serve as team leader. We're also asking that Tiffany Carpenter provide communications support to the team (with assistance from Lisa Stearns and Tisha Benton) to ensure that we effectively communicate team activities across the campus and throughout the state.

The team's charge is to draft recommendations for strengthening partnerships and collaborations through the unification of UTIA and UTK. Specific objectives are as follows:
- Develop structured opportunities for faculty, staff, students, and other stakeholders to identify needs and opportunities for education, research, and Extension/outreach programs that are the result of stronger collaborations;

- Synthesize and summarize stakeholder input; identify common themes; and provide a summary of priorities structured by resource requirements, estimated impacts, and a timeframe for implementation; and

- Submit findings to the President, Chancellor, and Senior Vice President/Senior Vice Chancellor by October 1, 2019.

Expenses for team activities, including travel and operational expenses, will be provided for all team members.

We challenge you to think boldly and creatively, and to encourage others to do the same. This is an opportunity to seek input that can inform the successful unification of UTIA and UTK. Items to consider include:
- Ideas to encourage new and innovative multi-disciplinary research, education, and Extension/outreach projects, courses, or programs

- Needs of farmers, businesses, communities, families, and youth in Tennessee that could be addressed through additional programing developed and delivered through engagement with UTIA and UTK

- Opportunities to offer new services and/or construct new infrastructure to improve the effectiveness of employees, enhance student success, and meet campus and statewide needs

- Ways to further enhance existing programs through stronger collaborations

- Opportunities to enhance national impact and bring greater recognition to UT and its research, education, and Extension/outreach

This is a critically important assignment that has the potential to improve the impact of the University for years to come. We look forward to observing the progress of the team, as well as receiving the final draft of recommendations.
Thank you for your willingness to serve."

Appendix F: Reunification Talking Points

- At the June 21, 2019 UT Board of Trustees (BOT) Meeting, the BOT directed Interim President Boyd to unify the University of Tennessee Institute of Agriculture (UTIA) and the University of Tennessee, Knoxville (UTK) to better capitalize on strengths; further develop national distinction; and elevate the reputation of UTIA and UTK among other leading and globally competitive research institutions.

- The unification of UTIA and UTK will result in a marked increase in national research rankings (NSF HERD Survey); UTK currently ranks 72nd nationally among public institutions and UTIA ranks 123rd (if UTIA and UTK had been unified as a single institution, the ranking would have been 55th). This represents a clear opportunity for both UTIA and UTK with regard to national research reputation.

- The University of Tennessee Institute of Agriculture will remain; the unification, however, will result in UTIA and UTK becoming a single more comprehensive, globally competitive flagship institution. This elevates the status of both UTK and UTIA, resulting in positive impacts on faculty and student recruitment and research opportunities.

- As a part of the unification, Dr. Tim Cross's title was changed to Senior Vice President and Senior Vice Chancellor (effective June 21, 2019); he now reports to both the UT President and the UTK Chancellor. This results in Senior Vice Chancellor and Senior Vice President Cross serving in a senior leadership role for the Institute, the University System, and the UT Knoxville campus. All other titles and reporting lines have remained the same.

- Senior Vice President and Senior Vice Chancellor Tim Cross will continue to serve as the Chief Academic Officer for the Institute and will be responsible for the Institute's promotions, performance reviews, advancement, marketing and communications, facilities, research administration, etc. He will continue to be included in BOT meetings, including serving as a staff member of the Education, Research, and Service (ERS) Committee.

- The University of Tennessee, Knoxville and UTIA already share many services. They are accredited as a single institution; faculty serve together on the same Faculty Senate; and they share the same faculty handbook. All admissions, financial aid, housing, and other student support services for Herbert College of Agriculture students are handled by UTK; the UTK Chancellor confers degrees.

- The University of Tennessee Institute of Agriculture will keep its name, logo, and tag-line; *Real.Life.Solutions* remains UTIA's brand promise. Program funding, current initiatives, strategic goals, and personnel decisions have not changed as a result of the unification; they will continue to be addressed within the Institute.

- Interim President Boyd, in collaboration with Chancellor Plowman and Senior Vice President and Senior Vice Chancellor Tim Cross, established a UTIA-UTK Land-grant Unification Team charged with engaging stakeholders and gathering ideas for opportunities to enhance collaborations and create stronger partnerships between UTIA and UTK (this team will not determine policies or initiatives, but will identify stakeholder groups and devise ways to gather input).

- The UTIA-UTK Land-grant Unification Team will seek input from stakeholders on ideas to encourage new and innovative multi-disciplinary research, education, and Extension/outreach; better meet the needs of farmers, businesses, communities, families, and youth; new services and/or infrastructure to enhance employee effectiveness and student success; more effectively meet campus and statewide needs; and way to bring greater recognition to UT and its research, education, and Extension/outreach missions.

Appendix G: Stakeholder Groups

4-H Clubs

Accrediting Bodies

Administrative Staff

Administrative Staff

Administrators

Advisory Groups

Alumni

Beekeepers

Board of Trustees

Campus Advisory Boards

Chancellor

City and County Officials

Corn Growers' Association

Cotton Council

County Agents

Dean of Arts and Sciences

Directors of Research

State Government Officials

Extension

Extension Staff

Facilities Services

Faculty Senate

Faculty Senate Executive Council

Farmers and Producers

Food Recovery Network

Graduate Students

Master Gardeners

Non-Profit Community Agencies

Non-Traditional Agriculturalists

Off-campus Faculty

Offices of Research

Other System Campuses

Outreach and Community Partners

Peer Institutions

Private Donors

Professional Organizations

Professional Students

SACSCOC

Smokey's Pantry

Soybean Promotion Board

Student Government Association

Tennessee Cattlemen Association

Tennessee Corn Promotion

Tennessee Department of Ag

Tennessee Farm Bureau

Tennessee Forestry Association

Tennessee Poultry Association

Tennessee Soybean Association

Tenure and Promotion Committees

TN Wildlife Resources Agency

Undergraduate Students

US Dept. of Agriculture

UT Sustainability

UT System Partners

UT System Staff

UTHSC

UTIA Advisory Groups

UTIA Ag Research Staff

UTIA Communications

UTIA Deans and Associate Deans

UTIA Department Heads

UTIA Faculty

UTIA Research and Ed. Center Directors

UTIA Retirees

UTIA Students

UTK Communications

UTK Deans and Associate Deans

UTK Department Heads

UTK Engineering Dean

UTK Faculty

UTK Retirees

UTK Students

Various Commodity Groups

Veterinarians

SVP/SVC of Agriculture

Vice Chancellors

Appendix H: Schedule of Listening Sessions

Aug 14, 2019

OEE Committee: Interview with Office of Research / 9:00am - 10:00am

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Aug 20, 2019

Interview with State Government Stakeholders / 10:00am -10:30am

Interview with State Government Stakeholders / 11:00am - 11:30am

Interview with State Government Stakeholders / 12:00pm - 12:30pm

Interview with State Government Stakeholders / 2:30pm - 3:00pm

Faculty Listening Session, Hollingsworth Auditorium / 3:00pm - 4:30pm

Aug 21, 2019

Interview - Chris Lavan, Office of Service Learning 10:00am - 10:30am

Aug 22, 2019

Open Community Listening Session Cookeville - Linda Martin / 7:00am - 9:00am

Interview with State Government Stakeholders / 10:45am -11:15am

Interview with State Government Stakeholders / 12:00pm - 12:30pm

Open Community Listening Session Crossville - Linda Martin / 1:00pm - 3:00pm

Open Community Listening Session Crossville - Linda Martin / 6:00pm - 8:00pm

Aug 23, 2019

Open Community Listening Session Cleveland - Linda Martin / 7:00am - 9:00 am

Open Community Listening Session Madisonville - Linda Martin / 1:00pm - 3:00 pm

Aug 28, 2019

Interview with State Government Stakeholders 11:00am - 11:30am

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Aug 29, 2019

UTIA Retirees Listening Session 10:00am - 11:30am

UTIA Faculty and Staff Q&A with President Boyd 10:00am - 11:30am

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Sep 3, 2019

Interview with State Government Stakeholders 9:00am - 9:30am

Interview with State Government Stakeholders 3:00pm - 3:30pm

Sep 4, 2019

Open Community Listening Session Martin - Linda Martin / 7:00am - 9:00am

Interview with State Government Stakeholders / 11:00am -11:30am

Interview with State Government Stakeholders / 12:00pm - 12:30 pm

Open Community Listening Session Dyersburg - Linda Martin 1:00pm - 3:00pm

Open Community Listening Session Covington - Linda Martin 6:00pm - 8:00pm

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Sep 5, 2019

Open Community Listening Session Middleton - Linda Martin / 7:00am - 9:00am

Faculty Listening Session, Ownley and Strand lead, PBB 156-157 / 2:00pm - 3:30pm

IMPACT Advisory Board / 4:00pm - 4:30pm

Open Community Listening Session Jackson - Linda Martin / 6:00pm - 8:00pm

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Sep 6, 2019

Open Community Listening Session Jackson - Linda Martin / 7:00am - 9:00am

Open Community Listening Session Franklin - Linda Martin / 6:00pm - 8:00pm

Sep 7, 2019

Open Community Listening Session Columbia - Linda Martin / 7:00am - 9:00am

Open Community Listening Session Murfreesboro - Linda Martin / 1:00pm - 3:00pm

Sep 9, 2019

Interview with State Government Stakeholders / 1:00pm - 1:30pm

Interview with State Government Stakeholders / 10:00am - 10:30am

Interview with State Government Stakeholders / 11:30am - 12:00pm

Interview with Federal Government Stakeholders / 2:30pm - 3:00pm

Sep 10, 2019

Open Community Listening Session Blountville - Linda Martin 7:00am - 9:00am

Ag Administrative Listening Session-Closed, 301 Morgan 11:00am - 12:30 pm

Open Community Listening Session Greeneville - Linda Martin 1:00pm - 3:00pm

Open Community Listening Session Morristown - Linda Martin 6:00pm - 8:00pm

Sep 11, 2019

Open Community Listening Session Sevierville - Linda Martin

7:00am - 9:00am

Interview with State Government Stakeholders / 2:30pm - 3:00pm

Faculty Listening Session, Cox leads, Mossman 102 / 3:00pm - 4:30pm

Sep 12, 2019

Open Community Listening Session Knoxville - Linda Martin / 7:00am - 9:00am

Interview with the Association of Public and Land-grant Universities /11:30am - 12:00pm

Open Community Listening Session Maryville - Linda Martin / 6:00pm - 8:00pm

Sep 16, 2019

Dr. Cross and Cabinet listening session-closed / 8:00am - 9:00am

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Sep 17, 2019

UTK Deans and Department Heads Listening Session / 8:00am - 9:30am

Staff Listening Session, PBB 156-157 / 11:30am-12:30pm

Student Listening Session, PBB 156-157 / 3:30pm - 4:00pm

Sep 18, 2019

Herbert Students listening session BAS 265 / 4:00pm - 5:30pm

Sep 19, 2019

UTCVM Advisory Board, Tickle Seminar Room / 1:00pm -1:45pm

Appendix I: Website Portal

Name

Email

Q1. Together, UTK-UTIA is a land-grant.

Land-grants are institutions designated by state legislature or Congress to receive the benefits of the Morrill Acts of 1862, 1890, and 1994. The mission, as set forth in the first Morrill Act (1862), was to teach agriculture, military tactics, and the mechanic arts as well as classical studies so members of the working classes could obtain a liberal, practical education. The Hatch Act (1887) added research and the Smith-Lever Act (1914) established Extension.

What are the most successful existing collaborations between UTIA and UTK that embody our land-grant mission?

Q2. What do you want to ensure is not lost or weakened as a result of the UTIA-UTK (re)unification

Q3. What barriers must be removed to ensure greater collaboration between UTIA and UTK?

Q4. What programs, infrastructure and/or services could be provided to better serve your needs and/or contribute to your success?

Q5. What new, innovative and/or bold ideas do you have that could incentivize greater collaboration, enhance national reputation, and/or position UT to be a national leader in teaching, research, Extension and/or outreach?

Appendix J: Copy of Survey Instrument

On June 21, 2019, the UT Board of Trustees approved the reunification of the UT Institute of Agriculture (UTIA) with UT Knoxville (UTK) to leverage our statewide presence, foster a culture of greater collaboration, and fully deliver our land-grant mission of education, research, and outreach to the state of Tennessee. To capture important stakeholder input, a UTIA-UTK Land-grant Unification Team is identifying and engaging stakeholders across the state. While the team will not determine policies or initiatives, they are contacting stakeholders and gathering input. Next, the team will synthesize and summarize the feedback, identify common themes, organize recommendations, and present the findings to senior leadership and the Board of Trustees at the November meeting. We invite you to share your thoughts and ideas by completing the following survey. We believe there are many exciting opportunities that our faculty, staff, students, alumni, and other stakeholders can identify. We look forward to hearing your thoughts and ideas.

Part I: Tell Us About Yourself

Please choose the option that most accurately describes you.
1. I am currently employed by or attend the University of Tennessee.
2. I currently live and/or work in the state of Tennessee.
3. I currently live and/or work outside the state of Tennessee.
4. I prefer not to answer this question.

Which of the following most accurately describes the perspective from which you will answer this survey?

1. UTK Administrator
2. UTK Faculty or Staff
3. UTK Student
4. UTIA Administrator
5. UTIA Faculty or Staff
6. UTIA Student
7. UT System Employee
8. Trustee
9. Extension Employee
10. Other

Which of the following most accurately describes the perspective from which you will answer this survey?

1. Alumni or Retiree of UT
2. Client of UT
3. Donor to UT
4. Friend of UT
5. Elected official
6. State, county, or city employee
7. Member of advisory board
8. Producer or Farmer
9. Special interest group or member
10. Other

Which of the following most accurately describes the perspective from which you will answer this survey?
1. Alumni or Retiree of UT
2. Client of UT
3. Donor to UT
4. Friend of UT
5. Consultant
6. Federal employee
7. Funding agency employee
8. Non-profit employee
9. Special Interest Group or Member
10. Other

Part II: Tell Us How You See the Reunification

From your unique perspective, please indicate the extent to which you agree that the reunification of UTK and UTIA will achieve the following using a scale of 1=Strongly Disagree to 5=Strongly Agree. If you are unsure or don't know, you can skip any item in this section. The reunification of UTK and UTIA is likely to...

ITEM STATEMENT	1=SD	2=D	3=N	4=A	5=SA
...affect me personally. (1)	❏	❏	❏	❏	❏
...improve the ways UT serves counties and communities across the state. (2)	❏	❏	❏	❏	❏
...enhance collaboration between the UT Knoxville campus and UTIA. (3)	❏	❏	❏	❏	❏
...positively enhance the University of Tennessee's national reputation. (4)	❏	❏	❏	❏	❏
...improve how UT helps the community and/or state. (5)	❏	❏	❏	❏	❏
...attract more students to UT. (6)	❏	❏	❏	❏	❏

(If respondent answered 2, 3, 4, or 5 to item 1 above, the following question was displayed).

In the previous section, you indicated that you feel personally affected by the reunification of UTK and UTIA. Please indicate how you perceive this change and explain the primary reason for your answer.
1. It is a Positive Change
2. It is a Negative Change
3. Neutral or No Change
4. I'm not sure yet.

Indicate the extent to which you agree with each of the following statements on a scale of 1-Strongly Disagree to 5-Strongly Agree. If you are unsure or don't know, you can skip any item in this section.

ITEM STATEMENT	1=SD	2=D	3=N	4=A	5=SA
Reunifying UTK and UTIA is likely to have a positive outcome for the University as a whole.	❏	❏	❏	❏	❏
I support the reunification of UTK and UTIA.	❏	❏	❏	❏	❏
UTK and UTIA are stronger together than they are separate.	❏	❏	❏	❏	❏
Research partnerships are likely to improve across UTK and UTIA following the reunification.	❏	❏	❏	❏	❏
There will likely be new collaborations resulting from this reunification.	❏	❏	❏	❏	❏

Part III: Tell Us What You Think in Your Own Words

Together, UTK-UTIA is a land-grant university. Land-grants are institutions designated by the state legislature or Congress to receive the benefits of the Morrill Acts of 1862, 1890, and 1994. The original mission set forth in the first Morrill Act was to teach agriculture, military tactics, and the mechanic arts, as well as classical studies, so that members of the working classes could obtain a liberal, practical education. The Hatch Act (1887) added research and the Smith-Lever Act (1914) established Extension. What are the most successful existing collaborations between UTIA and UTK that embody the land-grant mission?

What do you want to ensure is not lost or weakened as a result of the UTIA-UTK reunification?

What barriers must be removed to ensure greater collaboration between UTIA and UTK?

What programs and/or services could be provided to better serve your needs and/or contribute to your success?

What new, innovative, and/or bold ideas do you have that could incentivize greater collaboration, enhance national reputation, and/or position UT to be a national leader in teaching, research, Extension, and/or outreach?