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# Setting Bold Priorities

## Future Programs for Advancing UTIA

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***DRAFT***

Departmental/Regional Meetings' Facilitation Guide  
Fall 2015

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### Overview

Thank you for providing leadership for this important process as your leadership and enthusiasm is critical to UTIA's success. We must collaborate to ensure that all ideas are heard and the key concepts from the discussion are documented and submitted to be included in the overall summary; everyone's presence and participation are important and valued. It is imperative that facilitators lead with confidence so that the group has confidence in your leadership and your ability to handle the group process successfully. You must be fair, unbiased, flexible, but firmly in charge of the process and committed to reaching the goals for each session.

### Your Role

- Ensure full participation
- Maintain objectivity
- Keep the group focused on the task
- Plan two hours for each meeting, and keep the group on schedule
- Facilitate—don't let one person dominate the discussion
- Seek responses from those who do not speak up
- Keep all materials generated by the group
- Submit the *UTIA Priorities Report Form* by February 15, 2016
- Contact Joseph (4-7245) or Neal (4-3139) at any time if you have a questions

### An Outstanding Facilitator

- Challenges thinking
- Creates lists
- Summarizes
- Shares ideas
- Serves as a model
- Raises questions
- Guides discussion
- Restates ideas
- Provides constructive criticism (Newstrom & Scannell, 1980)

### UTIA Priorities Timeline

- May, 2015 – UTIA survey
- August, 2015 – UTIA Priorities Forum
- November, 2015 – Departmental/Regional Meeting One
- December, 2015 – Gather Stakeholder Information
- January, 2016 – Departmental/Regional Meeting Two
- March, 2016 – Administrative Meeting
- March, 2016 – UTIA Priorities Committee submits final report

### Departmental/Regional Meeting One: Preparation

#### Purpose

The purposes of this meeting are to:

- Promote discussion about the Grand Challenges, UTIA Priorities Survey Summary, UTIA Priorities Forum, and other information that contributes to priority-setting.
- Encourage brainstorming regarding UTIA's future program priorities.

#### Share Purpose and Timeline

Share the overall purpose of the UTIA Priorities project and the timeline. See page 4 for the timeline. Share the website: [ag.tennessee.edu/utiapriorities/](http://ag.tennessee.edu/utiapriorities/)

#### Review Planning Documents

Review Grand Challenges, UTIA Priorities Survey Summary, UTIA Priorities Forum, and other information that contributes to priority-setting. Ask the group to name the most critical pieces of the information and major results shared. Key questions for discussion:

- Given the information we just reviewed, what are implications for the department/region, programs, and audiences?
- Given the information we just reviewed, what are implications for UTIA research, teaching, and Extension?

If the group needs prompting with this conversation, two items may be instructive:

- *UTIA Planning Framework for Selecting and Addressing Priorities* (Appendix A)
- *Planning Documents Crosswalk* (Appendix B)

#### Visioning Exercise

Explain some of the context for the UTIA Priorities initiative:

- We are working to succeed with a new state funding paradigm, including stakeholders who have specifically asked, "What are the UTIA program priorities?"
- We are identifying long-term priorities that require legislative support.
- We are establishing some broad priorities, and we are advocating to enhance existing, successful programs while also considering potential new opportunities.

Ask the group to brainstorm silently for the next two minutes about the questions, "What will UTIA be famous for in 2030? Among Tennesseans? Nationally? Globally?" After three minutes, ask everyone to share one idea round-robin style until all ideas have been shared. You may or may not want to use the categories (Tennessee, National, and Global) to categorize answers. Have a recorder to capture these ideas either on newsprint or with a computer/projector so that everyone can see the discussion.

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- What will UTIA be famous for in 2030?
- Among Tennesseans? Nationally? Globally?
- Provide a few minutes for discussion and clarification

### Stakeholder Involvement

Introduce the *UTIA Priorities Report Form* to be completed at the next meeting; share a hard copy with each person.

- *Emphasize that our focus is on future growth, specifically new opportunities, new sources of funding, and new approaches to enhance existing, successful programs. Consider priorities where we need legislative support to move forward.*
- Discuss the need to gain feedback about needed positions from Extension Leadership Teams; discuss either inviting the committee to join in a departmental/regional meeting or assign one or more faculty to obtain input from an applicable Extension Leadership Team.
- Ask, "What other key stakeholders do we need input from to complete the priorities report?"
- As the group names stakeholders, list them for everyone to see. Examples include: departmental staff, Extension agents, employers, students, alumni, etc.

Introduce the need to have key conversations with these stakeholders. Provide a list of possible questions for these key conversations including:

- What program priorities will address public need?
- What program priorities will provide for extramural funding?
- What program priorities present an opportunity for growth?
- What program priorities will create industry partnerships?
- What program priorities and positions will enhance balance between and among Extension, research, and teaching?
- What program priorities and positions will allow for adaptability?

Ask the group if any additional research, data, reports, etc. ought to be considered at the next meeting. Ask for volunteers for conducting the key conversations and obtaining and sharing the additional research, data, reports, etc. The goal is to have as many involved as possible rather than 1-2 people conducting all of the conversations.

### Invite Questions

Invite questions from the group. Anticipate questions about terms. Provide clarifications and examples as needed. The following example provided by Dr. Neal Schrick may be helpful:

- Future Challenge: Feeding the World
- Priority: Agriculture BioSecurity and Food Safety
- Program: Increasing animal production through improvement in animal health

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- Action item or research project: The use of bioactives in cattle feed results in improvements in health and carcass quality

The priorities are the broad contributions UTIA makes to society. Additional definitions provided by Dr. Scott Senseman and Dr. David Anderson:

- The *program* would be an interdisciplinary umbrella effort that is more specific that fits into the specified priority that addresses the *grand challenge*. These have a long life, 20-30 year view.
- The *action item/research project* would be the ultimate in specificity but would be up to the faculty involved. These represent specific problems with a limited lifespan, 5-10 year view.

### Role of Collaboration

We are asking that your second meeting be held in January. We are requesting that your second meeting be held in collaboration with another department or region. This is consistent with the UTIA Priorities Survey, including the need for more:

- Interdepartmental projects (Faculty)
- Interdisciplinary, multidisciplinary, and new programs (Staff)
- Regular communications linking departments (Staff)

Department heads and regional directors have been provided with a “heads up” about scheduling the January meeting in collaboration with at least one other department and/or region.

### Conclusion

Briefly summarize the group’s work at this meeting. Thank everyone for their participation.



### Departmental/Regional Meeting Two: Collaboration

#### Purpose

The purposes of this meeting are to:

- Share findings from key conversations with stakeholders.
- Encourage departmental/regional brainstorming and collaboration regarding UTIA's future.
- Complete *UTIA Priorities Report Form*.

#### Review First Meeting

Briefly review some of the major themes covered in the first meeting such as:

- Implications for UTIA (from Grand Challenges, UTIA Priorities Survey, etc.)
- Results of the 2030 visioning exercise

#### Share Feedback

Ask the group to share feedback from leadership teams, key conversations, and any additional research. Note the assignments made in the first meeting, and call on participants by name. List feedback received on newsprint or use a computer/projector so that everyone can see the results. Allow time for group discussion.

#### Complete *UTIA Priorities Report Form*

Ask everyone to turn their attention to the *UTIA Priorities Report Form*. Make sure everyone has a copy. List the stakeholders contacted for the group to see.

Ask participants to make some notes about priorities and priority positions. Ask everyone to work silently for two minutes.

Use a round-robin approach to ask each person to name the program priorities for UTIA. If the first person names "Structural & Public Health Pests," ask the group to check if that is on their list and name their next highest position.

- Record each position as it is named, and project the list so everyone can easily see.
- Emphasize that none of the priorities will be discussed until all are named.
- Continue until all potential priorities are named.
- Discuss these priorities; invite questions.
- Do any of these priorities naturally go together? Combine per preferences of the group.
- Repeat the process for the positions.

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- If voting is needed, consider giving each person three dots and asking them to vote by placing a dot beside their top three priorities.
- Assign 2-3 participants to volunteer to write the rationale. The rationale is a summary of group discussion and feedback that clearly states the reasons the priorities and priority positions were selected.
- Share the due date for submitting the *UTIA Priorities Report Form*: February 15, 2016.

### Preview Next Steps

Explain the next steps in the UTIA priority-setting process:

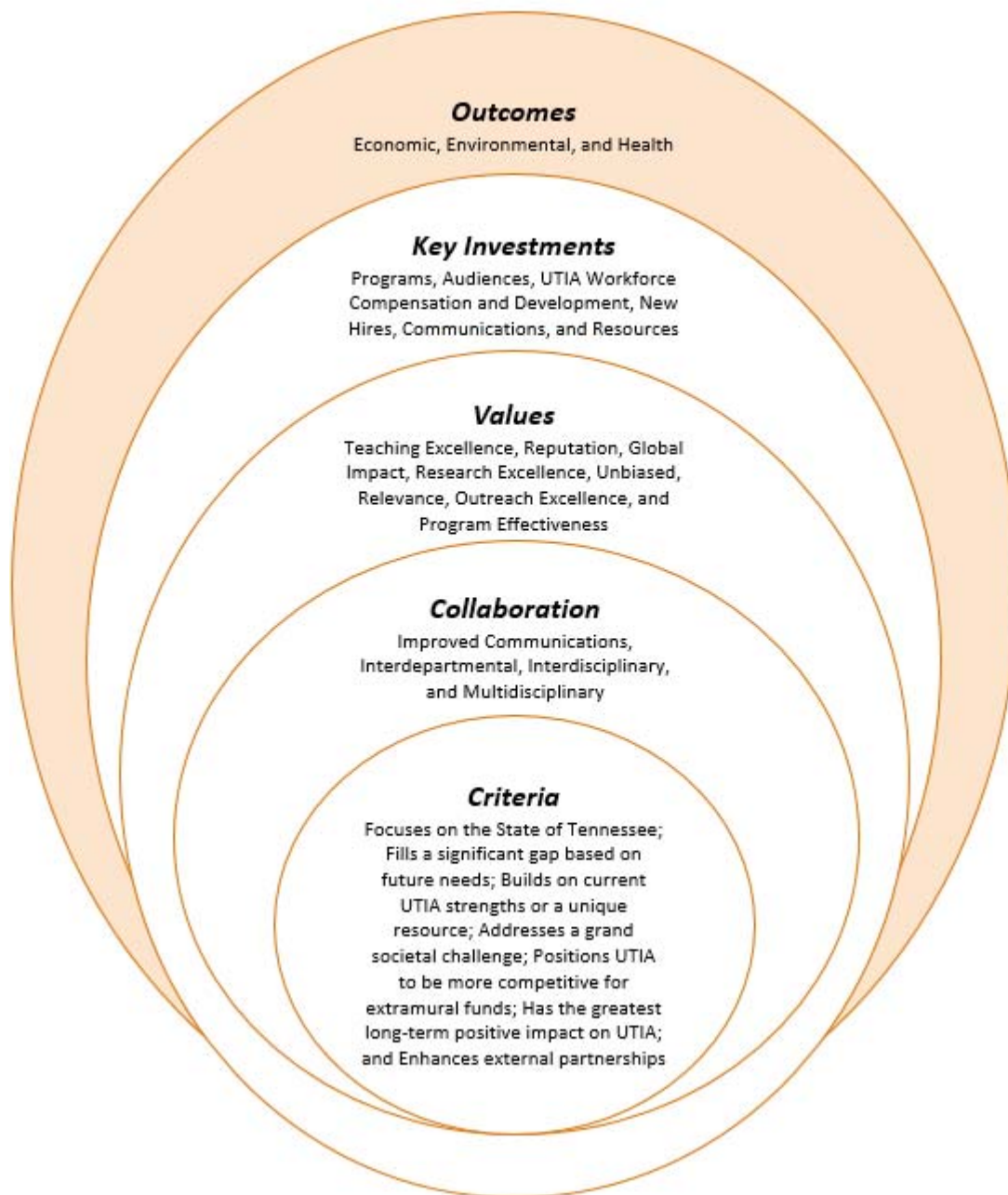
- Remind the group of the due date for submission of the UTIA Priority Report, February 15, 2016.
- The UTIA Priorities Committee will consider all of the feedback and prepare a final report (late February, 2016).
- The administrative meeting involves deans, assistant deans, department heads, regional directors, center directors, and leadership team leaders. This group will consider the *UTIA Priority Reports* and discuss Institute-wide priorities and collaborations (mid-March, 2016).

### Conclusion

Thank everyone for their participation.

Appendix A

UTIA Planning Framework for Selecting and Addressing Priorities



Appendix B

Planning Documents Crosswalk

	Economic	Environmental	Health	Workforce
UTIA Setting Bold Priorities Survey	•	•	•	
APLU/ESCOP Grand Challenges	•	•	•	•
Tennessee Governor's Rural Challenge	•	•	•	•
USDA NIFA Strategic Goals	•	•	•	•

**Appendix C**

**UTIA Priorities Report Form**

*Submit to Dr. Neal Schrick (fschrick@utk.edu) by February 15, 2016*

**Departments/Regions Creating this Report:**

**Priorities:**

**Stakeholders Involved:**

**New Positions Needed to Support the Priorities:**

Position Title	Brief Description	Expected Outcomes/Goals	Potential Collaboration	Approximate Appointment

\*Please list appointment in Teaching, Clinical, Research, and/or Extension with percentages.

**Rationale:**

**References**

Newstrom, J.W. & Scannell, E.E. (1980). Games Trainers Play. New York: McGraw Hill.

November 3, 2015/Revised

October 30, 2015/Revised

October 20, 2015/Draft