

## Classics Department Strategic Plan, revised Nov. 12, 2020

### Our Values

We are a community of scholars, teachers, and learners focusing on the study of the ancient Greek and Roman world in all its aspects: languages, literature, history, culture, archaeology, and art. In keeping with the core values of the Volunteer spirit, and the values of the College of Arts and Sciences, we are committed to free intellectual inquiry, critical thinking, respectful dialog, integrity, the publication of our research, civic responsibility, and community engagement and service. We are inspiring our students to become critical thinkers, lifelong learners, and engaged citizens in a diverse world with self-knowledge, empathy for others, and an understanding and appreciation of our Classical heritage. We also are committed to maintaining a diverse, inclusive, collegial, and supportive environment that fosters education and professional development among all members of our community while advancing the study of Classics.

### Our Mission

Our mission is aligned with the six strategic goals of the VOL Vision 2020 Top 25 framework and the 2017 Strategic Plan of the College of Arts and Sciences, and includes a seventh goal of service and outreach, which the Classics faculty views as essential.

- Provide excellent **undergraduate education** in Classics
- Deliver world-class **graduate education** to our M.Ed students training to become Latin high school teachers and to graduate students in Marco and in the Mediterranean Archaeology program that we share with the Department of Anthropology
- Pursue nationally and internationally recognized **research and scholarship** that advances knowledge and understanding of the Classical world
- Attract, nurture, and retain a stellar **faculty and staff**
- Work to maintain and increase the **resources and infrastructure** we need to carry out our mission
- Actively promote **diversity and inclusion** in our department
- Actively promote and support **service** and community **outreach**

### Our Vision

We want to execute our mission in ways that support the larger mission of the University and enhance current understanding and appreciation of the Classical world. We seek to excel in our commitment to education, research, service, and outreach. We are eager to attract and sustain a stellar faculty, and increase diversity among our students, staff, and faculty, while fostering a climate of inclusion, openness, support, and integrity. Our faculty and students are committed to the volunteer difference as part of the goal to balance excellent education and research in a top public research and land grant university.

### Strategic Priorities, Actions, and Metrics

#### *Priority 1: Undergraduate Education:*

*Goal: In keeping with the 1<sup>st</sup> VOL Vision 2020 strategic goal, we deliver a comprehensive education in the ancient languages, cultures, history, archaeology, and art of the ancient Greek and Roman world. For majors and minors, we provide pre-professional training and unique research opportunities for a career in Classics. In addition, our students gain valuable skills for any career outside of academia, including the five top skills that most employers want according to the 2014 survey of the National Association of Colleges and Employers: ability to work in a team structure; to make decisions and solve problems; to plan, organize, and prioritize work; to verbally communicate with persons inside and outside the organization; and to obtain and process information. Recent Classics graduates have undertaken successful careers in museum work, law, medicine, communication, human resources, and information science. Our dynamic curriculum and enthusiastic teachers provide the best of a liberal arts education to any student at UT who takes our courses. As the sole public institution in Tennessee with a department of Classics, we have a*

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*unique opportunity to train future teachers of Classics in the state of Tennessee and provide the citizens of Tennessee with an appreciation of the ancient world and its relevance to modern culture.*

| Actions   | Metrics  |
|---|--|
| <p><u>Recruitment:</u></p> <ul style="list-style-type: none"> <li>• <b>Sustain and increase our number of majors and minors</b> by recruiting and retaining students from a wide array of sources as well as from popular Classics entry-level courses</li> <li>• Increase diversity among majors and minors, following the guidelines and metrics of our diversity action plan</li> <li>• Conduct <b>outreach events</b>, such as Latin Day, for regional middle- and high-school students with diverse and underrepresented populations</li> </ul> <p><u>Curriculum:</u></p> <ul style="list-style-type: none"> <li>• Regularly <b>review and update curriculum</b> to: a) meet the needs of our majors and minors; b) stay current with developments in our discipline and best learning practices; c) keep offering a wide variety of topics [CCP1] across the curriculum; and d) keep offering accessible learning opportunities for students across campus and online</li> <li>• <b>Optimize course offerings</b> for majors so they can graduate on schedule</li> <li>• Expand learning opportunities by inviting <b>external distinguished lecturers</b> throughout the year who lead seminars in our undergraduate classes and present public lectures open to students</li> </ul> <p><u>Experiential Learning:</u></p> <ul style="list-style-type: none"> <li>• Offer unique <b>experiential learning and cultural engagement opportunities</b> with tenure-line researchers who direct archaeological fieldwork in the Mediterranean</li> <li>• In keeping with the requirements of the new Volunteer Core curriculum, create a <b>capstone experience</b> required of all majors</li> </ul> <p><u>Engaged Inquiry and Global Reach:</u></p> <ul style="list-style-type: none"> <li>• Teaching large lecture courses and smaller upper division courses that promote <b>focused analysis, constant inquiry, and creative activities</b> aimed at appreciating the history of the Classical world and its impact upon modern systems of intellectual, ethical, aesthetic, political, and economic thought</li> <li>• Teach small, seminar-style courses that promote <b>classroom participation</b>, creativity, and <b>critical thinking</b></li> <li>• Advocate for an expansion of GTA lines so that <b>GTA-led break-out sessions</b> such as we currently have in the introductory archaeology course can be created in all our large lecture courses</li> <li>• Cultivate <b>student research</b> of various types (such as Honors theses, independent research projects, and fieldwork) that makes students competitive for careers in our discipline</li> </ul> <p><u>Advising and Mentorship:</u></p> <ul style="list-style-type: none"> <li>• Continue to promote <b>close faculty-student interaction</b> through our open-door policy and social events</li> <li>• Continue to offer <b>high-quality personalized advising</b> that enhances students' experience</li> <li>• Coordinate our advising with <b>campus career services</b></li> </ul> <p><u>Evaluation:</u></p> <ul style="list-style-type: none"> <li>• Consistently respond to <b>internal and external evaluation</b> of our</li> </ul> | <ul style="list-style-type: none"> <li>• <i>Number of majors and minors</i></li> <li>• <i>Proportion of majors and minors from underrepresented groups</i></li> <li>• <i>Participation in recruitment events on campus and in the community</i></li> <li>• <i>Number and scope of Classics outreach events</i></li> <li>• <i>Number of courses that can be taken online</i></li> <li>• <i>On-schedule completion of majors</i></li> <li>• <i>4, 5, and 6-year graduation rate for majors</i></li> <li>• <i>Number of external distinguished lecturers visiting / year</i></li> <li>• <i>Number of students engaged in supervised research with tenure-line faculty</i></li> <li>• <i>Number of students participating in experiential learning courses and projects / year</i></li> <li>• <i>100% of majors engage in capstone experience</i></li> <li>• <i>Class sizes in courses that require intense student participation</i></li> <li>• <i>Number of GTA lines</i></li> <li>• <i>Avg. # advisees per faculty / year</i></li> <li>• <i>Average scores of teaching evaluations</i></li> </ul> |

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| <p>teaching</p> <ul style="list-style-type: none"> <li>Continue to centralize the management of our highly organized Latin program to ensure its rigor, consistency, and efficacy</li> </ul> <p><u>Lifelong Value:</u></p> <ul style="list-style-type: none"> <li>Inspire our students to use the Classical past to frame essential questions about the human condition, and thus to set the foundation for a meaningful life through critical engagement with the arts and humanities</li> </ul> | <p>each year</p> <ul style="list-style-type: none"> <li>Qualitative student evaluations each year</li> <li>Placement of students in national language exams</li> <li>Evaluations by graduating seniors</li> <li>Employment and placement rates</li> </ul> |
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*Priority 2: Graduate Education:*

*Goal: In keeping with the 2<sup>nd</sup> VOL Vision 2020 strategic priority, recruit, retain, educate, and mentor diverse and high quality graduate students who will excel as scholars, scientists, educators or in other professional areas related to the discipline*

| Actions  | Metrics   |
|--|---|
| <ul style="list-style-type: none"> <li><b>Recruit and retain</b> excellent and diverse graduate students for the Marco Institute, and for the Mediterranean Archaeology program (MA and PhD) that we share with Anthropology</li> <li><b>Support and enrich graduate student mentoring through work with other units</b> (Anthropology, English, History, Marco, Religious Studies, The College of Architecture and Design), to give our graduate students the rich interdisciplinary skill set necessary for making important contributions in the humanities and social sciences.</li> <li>Increase number of <b>GTA positions</b></li> <li><b>Provide fieldwork opportunities</b> to graduate students who wish to pursue archaeological research.</li> <li><b>Enrich</b> graduate education by bringing distinguished scholars to campus.</li> <li><b>Ensure post-graduate placement</b> in student-specified careers and programs.</li> </ul> | <ul style="list-style-type: none"> <li>Number of applicants / admitted / attending (Anthro MedArch)</li> <li>Proportion of diverse students attending Anthro MedArch</li> <li>Average graduate student stipend (Anthro MedArch)</li> <li>Average applicant / attending student GPA (Anthro MedArch)</li> <li>Average applicant / attending student GRE scores (Anthro MedArch)</li> <li>Number of MA and PhD degrees supervised / awarded (Anthro MedArch)</li> <li>Number of Classics faculty chairing, co-chairing, or serving on supervisory committees</li> <li>Number of GTA lines</li> <li>GTA teaching evaluations (Anthro MedArch)</li> <li>Number of visiting distinguished scholars subsidized by Classics</li> <li>Voluntary surveys of post-graduate employment or educational status (Anthro MedArch)</li> <li>For PhD students, number of students applying for external fellowships and research grants</li> <li>For PhD students, number of students presenting at professional conferences</li> <li>Number of MA students finishing within 3 years</li> <li>Number of PhD students finishing within 7 years</li> </ul> |

*Priority 3: Research and Scholarship:*

*Goal: In keeping with the 3<sup>rd</sup> VOL Vision 2020 strategic goal, engage in high-quality scholarly activity, scientific research, and publications in order to sustain our strong national and international scholarly profile*

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| Actions   | Metrics   |
|---|---|
| <ul style="list-style-type: none"> <li>• Sustain and support <b>publication in distinguished venues of high quality scholarship</b>, including books, book chapters, site reports, articles, and reviews</li> <li>• Support faculty participation <b>at large regional, national, and international scholarly meetings</b>, as well as faculty giving <b>invited lectures</b> at other institutions in this country and abroad</li> <li>• Within the limits of the College faculty leave policy and inasmuch as departmental requirements allow it, support <b>faculty research leaves</b> as well as faculty seeking <b>external research funding</b></li> <li>• Support faculty's <b>archaeological fieldwork</b> in Classical lands</li> <li>• Use our three <b>distinguished lecture series</b> to bring leading Classical scholars to campus as a resource for faculty</li> <li>• Make the case to the Dean and Provost that it is essential to <b>maintain and augment the research areas</b> represented in our department in order to maintain our reputation and serve our constituencies</li> </ul> | <ul style="list-style-type: none"> <li>• <i>Number of faculty publications in refereed venues</i></li> <li>• <i>Number of faculty participating in refereed conferences or giving invited talks</i></li> <li>• <i>Number of faculty organizing symposia</i></li> <li>• <i>Number of faculty applying for external funding</i></li> <li>• <i>Number of faculty receiving external funding</i></li> <li>• <i>Number of faculty receiving research leaves</i></li> <li>• <i>Faculty directing archaeological fieldwork in Classical lands</i></li> <li>• <i>Number of faculty receiving national or international awards or prestigious leadership positions in professional organizations</i></li> <li>• <i>Number of distinguished Classics lecturers to campus each year</i></li> </ul> |

### Priority 4: Faculty and Staff

Goal: In keeping with the 4<sup>th</sup> VOL Vision 2020 strategic goal, recruit and develop a stellar faculty and staff.

| Actions   | Metrics  |
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| <ul style="list-style-type: none"> <li>• In faculty and staff hiring, consistently <b>recruit the best possible candidates</b>, while doing everything possible to diversify faculty and staff</li> <li>• Rebalance the gender ratio among TT faculty</li> <li>• Ensure that our faculty are <b>acknowledged and rewarded</b> for excellence in teaching, research, and service</li> <li>• Implement a rotation that helps every tenure-line faculty member to have <b>at least one year free for research every seven years</b>, thus ensuring the research productivity necessary for tenure and for timely promotion to associate and full professor. This will be accomplished through course banking, external fellowships, faculty development leave, faculty development awards, and internal fellowships, especially the Tennessee Humanities Center Fellowships</li> <li>• Foster <b>intradepartmental mentoring</b> networks</li> <li>• Enhance departmental collegiality through <b>faculty retreats and departmental events</b></li> <li>• Maintain <b>appropriate staffing</b> to support the department's mission</li> <li>• Support and encourage faculty and staff participation in <b>professional development programs</b></li> </ul> | <ul style="list-style-type: none"> <li>• <i>Number of tenure-stream faculty, non-tenure stream faculty, and staff from underrepresented groups</i></li> <li>• <i>Balanced gender distribution among TT faculty</i></li> <li>• <i>Number of faculty obtaining tenure and reaching promotion to full professor in a timely fashion</i></li> <li>• <i>Number of faculty receiving College and campus-wide awards</i></li> <li>• <i>Number of faculty receiving at least one research leave every seven years</i></li> <li>• <i>100% of junior faculty has senior faculty mentor</i></li> <li>• <i>Annual faculty retreat and departmental events</i></li> </ul> |

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|  | <ul style="list-style-type: none"> <li>• Faculty satisfaction with staff performance</li> <li>• Number of faculty and staff participating in professional development programs</li> </ul> |
|--|---|

*Priority 5: Resources and Infrastructure*

*Goal: In keeping with the 5<sup>th</sup> VOL Vision 2020 strategic goal, maintain and improve our resource base and infrastructure*

| <b>Actions</b>  | <b>Metrics</b>   |
|---|--|
| <ul style="list-style-type: none"> <li>• Advocate for <b>appropriate funding for graduate student stipends</b> in Mediterranean Archaeology</li> <li>• Advocate for <b>more GTA lines</b> with stipends and tuition waivers</li> <li>• Advocate for <b>state-of-the-art research equipment, educational equipment, and office space</b> for faculty</li> <li>• <b>Increase donations</b> from alumni, emeriti faculty, and friends</li> <li>• Continue to foster a <b>Classics Advisory Council</b> consisting of alumni, emeriti faculty, friends, and faculty and student representatives</li> <li>• Ensure revenue <b>from summer teaching to enhance the departmental budget</b> for faculty travel and other activities serving the department's mission</li> <li>• Publish an annual <b>departmental newsletter</b> and ensure its wide distribution among alumni, friends, and the wider public</li> <li>• Continue to maintain an <b>up-to-date departmental website and social media platforms</b> to keep our students and the wider public informed</li> </ul> | <ul style="list-style-type: none"> <li>• <i>Competitiveness of graduate student stipends regionally</i></li> <li>• <i>Number of funded GTA positions</i></li> <li>• <i>Timely rotation of centrally funded faculty refreshment computers</i></li> <li>• <i>Departmental support for acquisition of research equipment (through SARIF grants) and of educational equipment</i></li> <li>• <i>Adequate office space for each faculty member</i></li> <li>• <i>Number of donations from alumni, emeriti faculty, and friends</i></li> <li>• <i>Semi-annual meetings by Classics Advisory Council</i></li> <li>• <i>Regular meetings by department head with College Development officer</i></li> <li>• <i>Summer courses providing adequate revenue</i></li> <li>• <i>Publication and distribution of annual departmental newsletter</i></li> <li>• <i>Up-to-date website</i></li> <li>• <i>Social media reach</i></li> </ul> |

*Priority 6: Diversity and Inclusion*

*Goal: In keeping with the 6<sup>th</sup> goal of VOLVision 2020, we are dedicated to increasing diversity in our department and fostering a climate of inclusion*

| <b>Actions</b>  | <b>Metrics</b>   |
|---|--|
| <ul style="list-style-type: none"> <li>• Pursue the objectives of the current departmental Diversity Action Plan</li> </ul> | <ul style="list-style-type: none"> <li>• <i>Results of annual Diversity Progress report</i></li> <li>• <i>Results of bi-annual climate survey for all departmental constituencies</i></li> </ul> |

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### Priority 7: Service and Community Outreach:

*Goal: In keeping with the mandate for civic commitment and service that is a core value of VOLVision 2020, fulfill our role as the sole Classics department at a public university in Tennessee by providing leadership in service and academic outreach to the people of Tennessee, and practice good citizenship by rendering professional service both to the campus and to the discipline.*

| Actions   | Metrics  |
|---|--|
| <ul style="list-style-type: none"> <li>• Continue to <b>create and sustain opportunities for the study of the Classics</b> for the people of Tennessee</li> <li>• Participate fully in <b>service opportunities at the departmental, interdepartmental, College, and campus levels.</b></li> <li>• Ensure that departmental faculty <b>share equally</b> in service load</li> <li>• Provide <b>service and leadership for the discipline and profession of Classics</b> at the state, regional, national, and international levels</li> </ul> | <ul style="list-style-type: none"> <li>• <i>Organization of UT Latin Day</i></li> <li>• <i>Evaluations of UT Latin Day</i></li> <li>• <i>Support of activities of the East Tennessee Society of the Archaeological Institute of America</i></li> <li>• <i>Faculty participating in committees at the departmental, interdepartmental, College, and campus levels</i></li> <li>• <i>Faculty providing leadership role in the Tennessee Classical Association</i></li> <li>• <i>Academic support for the Tennessee Junior Classical League</i></li> <li>• <i>Faculty participation in committees of the American School of Classical Studies at Athens, the American Academy in Rome, the Classical Association of the Middle West and South, the Society for Classical Studies, and the Archaeological Institute of America</i></li> <li>• <i>Number of faculty engaged in refereeing grant proposals or manuscripts for publication</i></li> <li>• <i>Number of faculty on editorial boards</i></li> </ul> |