

MINUTES OF THE EXECUTIVE COMMITTEE MEETING  
BOARD OF TRUSTEES

THE UNIVERSITY OF TENNESSEE

September 12, 2002  
Nashville, Tennessee

The Executive Committee of the Board of Trustees of The University of Tennessee met at 1:00 p.m. Central Daylight Time, Thursday, September 12, 2002 at the Cumberland Club in Nashville, Tennessee.

**I. CALL TO ORDER**

Mrs. Johnnie Amonette, Chair, called the meeting to order and said the purpose of the meeting was to act on the President's performance goals for 2002-2003.

**II. ROLL CALL**

The Secretary called the roll, and the following members were present:

Mrs. Johnnie Amonette, Chair  
Mr. J. Steven Ennis  
Mr. James A. Haslam, II  
Mr. Jerry L. Jackson  
Mr. R. Clayton McWhorter  
Dr. John W. Shumaker  
Mr. John C. Thornton

The Secretary announced the presence of a quorum. Trustees B. C. "Scooter" Clippard, Waymon L. Hickman and Andrea J. Loughry were also present.

**III. APPROVAL OF THE PRESIDENT'S PERFORMANCE GOALS FOR 2002-2003**

Chair Amonette introduced this item of business by noting the significant focus on accountability in higher education today at the state and national levels. Chair Amonette explained that the Trustees and the President firmly believe that annual performance goals should be established to demonstrate commitment to the principle of accountability. The purpose of these performance goals is to identify areas within the University where leadership is needed to achieve national stature and to advance each of the University's campuses to the highest level of excellence. Proposed performance goals for 2002-03 and a strategic agenda for the year 2010 (UT 2010) were distributed in rough draft form to members of the Executive Committee and other Trustees

prior to the meeting. Although these documents are works-in-progress, they present an overall vision the Executive Committee is being asked to approve at this meeting. Specific benchmarks and a timeline will then be developed for presentation at the fall meeting of the Board of Trustees in October. Chair Amonette then asked President Shumaker to outline the proposed performance goals for 2002-03 and the strategic agenda for 2010.

President Shumaker said he believes very strongly that institutions of higher education must be committed to demonstrate, in clear, simple and measurable terms, that good use is being made of the public's investment in higher education. Similarly, the Board must have the related commitment to hold the President accountable for performance not only against those measurable goals, also but for other performance measures defined by the Board.

To that end, the President explained, there should be a clear set of individual goals for the President, as well as a series of measures to demonstrate to the public that the University is moving forward. President Shumaker then outlined his proposed performance goals for 2002-03 in twelve broad areas: defining a vision; modifying the organizational structure in light of the vision; constituency involvement in modifying the structure; research productivity and entrepreneurial profile; establishment of accountability measures; establishment of benchmarks for private fundraising initiatives; strengthening the role of the Board of Trustees; building effective relations with constituencies; building effective relations with state and federal policymakers; enhancing the statewide mission of the University; developing a communications and integrated marketing plan; and strengthening the University's commitment to equity and diversity.

Finally, the President presented a proposed "UT Scorecard" to measure progress toward achieving a strategic agenda for the year 2010. The scorecard would measure progress toward goals for improving the University's national stature, progress toward certain indicators of institutional effectiveness, and progress toward certain strategic quality goals.

Following the presentation, Mr. McWhorter praised President Shumaker for an outstanding effort in developing the strategic agenda without the assistance of external consultants. Mr. Thornton expressed enthusiasm for the strategic agenda and appreciation for the President's demand that the Board hold him accountable. Mr. Haslam urged the President to secure the concurrence of senior management, and Mr. Ennis echoed the importance of a team approach to achieving strategic goals. Mr. Jackson expressed appreciation for the President's express recognition of students as the University's "customer."

President Shumaker noted again that the documents before the Committee are very much works-in-progress and that he will continue working on them with his senior staff. By the fall meeting in October, he hopes to present baseline data and specific goals he will seek to accomplish this year.

Following the discussion, Mr. Haslam moved approval of the overall vision with the stipulation

that more specific, quantifiable performance goals for 2002-03 will be presented to the Board of Trustees in October. Mr. McWhorter seconded, and the motion carried unanimously.

#### **IV. ADJOURNMENT**

There being no further business come before the Executive Committee, the meeting was adjourned.

Respectfully submitted,

Catherine S. Mizell  
Vice President, General Counsel and Secretary