

**MINUTES OF THE ACADEMIC AFFAIRS AND STUDENT SUCCESS COMMITTEE  
BOARD OF TRUSTEES**

**THE UNIVERSITY OF TENNESSEE**

**FEBRUARY 25, 2011  
CHATTANOOGA, TENNESSEE**

The Academic Affairs and Student Success Committee of the Board of Trustees of the University of Tennessee met at 10:15 am EST, Friday, February 25, 2011, in the Tennessee Room of the University Center on the University of Tennessee, Chattanooga campus, Chattanooga, TN.

**I. Call to Order**

Mr. Spruell Driver, Chair of the Committee, called the meeting to order at 10:15 a.m. Chairman Driver announced that the meeting was being offered by videoconference and webcast as a cost-saving measure and for the convenience of non-voting faculty and student representatives on the committee. One meeting of the AASS committee will continue to be offered by videoconference each year, in keeping with Trusteeship Chair Andrea Loughry and her committee's effort to make full use of available technology.

**II. Roll Call**

Dr. High called the roll, and the following voting members were present:

Mr. Spruell Driver  
Ms. Anne Holt Blackburn  
Mr. John Foy  
Dr. Karen Johnson  
Mr. James Murphy  
Mr. Karl Scheldwitz  
Ms. Betty Ann Tanner  
Mr. Sumeet Vaikunth

The following non-voting members were also present:

Dr. Toby Boulet  
Dr. Joseph DiPietro  
Dr. Richard Rhoda  
Ms. Carey Smith  
Mr. Andrew Clark  
Dr. Victoria Steinberg  
Dr. Janet Wilbert

Dr. High informed Chairman Driver that today's meeting constituted a quorum.

### **III. Approval of Minutes of Last Meeting**

Chairman Driver asked for approval of the minutes from the October 21, 2010, Academic Affairs and Student Success Committee Meeting. Trustee Foy moved the minutes be approved and Trustee Schledwitz seconded the motion. The motion carried.

### **IV. Opening Remarks by Committee Chair**

Chairman Driver reminded attendees that today's meeting is open, but with a set agenda, and he will only recognize members of the AASS Committee, other Trustees, members of UT's senior staff with supporting comments, and those who are set to present on today's agenda topics. No other business will be conducted outside of the items contained in the Board notebooks. Chairman Driver briefly welcomed on behalf of the AASS Committee Dr. Joe DiPietro as UT System President and noted that the search for the President's position was thorough and open and, as chair of the Presidential Search Advisory Council, he was confident that Dr. DiPietro was the right person for the job at this critical juncture. Dr. DiPietro thanked Chairman Driver and looked forward to giving his opening remarks during the full board meeting.

Chairman Driver stated that today's agenda will only have one action item, and the remainder of the items will be for information purposes only allowing time for discussion on each item.

Chairman Driver previewed that several items presented will focus on the host campus, University of Tennessee, Chattanooga. UTC will provide an update on the recent gap analysis study and an update on SACS Accreditation. Other topics include University of Tennessee, Martin's reorganization under the Effective and Efficiency initiative, a status report on the approval of the Joint Energy Science and Engineering PhD program between UT Knoxville and ORNL, and the celebration of the 50<sup>th</sup> Anniversary of UT's first African American students. Today's action item concerns the approval of a statement of commitment to the Graduate Medical Education Program at the College of Medicine in Chattanooga. Finally, data will be reviewed and a status report given on the Complete College Tennessee Act.

### **V. UTC Report on Gap Analysis: "Engaged in Excellence"**

UTC Chancellor Brown outlined the "Engaged in Excellence" plan of moving UTC into the Top 5 Southern Master's Universities rankings list, which are a combined score of peer comparison rankings in several criteria. This plan is made up of metrics common to UTC's Strategic Plan, the Complete College Tennessee Act (CCTA), UTC's Engaged Mission, as well as the Gap Analysis created by the Huron consulting firm. A task force was created to accelerate UTC's strategic planning process, build upon UTC's unique identity, concentrate on its strategic directions, and leverage its current position among peers and within the Chattanooga community.

The Top 5 goal will aim to create premier undergraduate honors experiences, regionally superior graduate programs in appropriate fields, and regional partnerships to promote economic development.

Chancellor Brown called upon UTC Provost Phil Oldham to address the universities UTC wants to measure up against and the specific attributes of those universities.

Provost Oldham reviewed the Top 20 Public Regional Universities in the South Region according to US News & World Report rankings, highlighting UTC and its peer institutions. A Peer Institution group of 17 universities was determined through the Gap Analysis conducted by the Huron consulting firm. These institutions were found to be very similar or aspirational to UTC in size, location, mission, and student pool. Fifteen metrics encompassing undergraduate education, graduate education, faculty, financial resources, and research/external funding were identified. These metrics weigh heavily in both the US News & World Report rankings as well as the CCTA.

Vice Chancellor Richard Brown provided an overview of faculty salaries, spending on instruction per student, and alumni giving. Trustee Foy asked how much additional annual revenue would be needed to close the gap among these peer averages, and reach the Top 5 ranking. Vice Chancellor Brown estimated that it will take \$18-20 million to reach the Top 5. UTC plans to attain Top 10 status by 2016 and Top 5 status by 2021.

Chancellor Brown clarified that this endeavor would be an exercise in accountability to the Board of Trustees, and a clear implementation course of action would be reported along the way. These steps included clear communication of objectives to all relevant parties, alignment with other planning efforts, working group creation, action plans, and resource determinations. Trustee Gallimore asked what steps were being taken to improve the UTC 6 year graduation rate. Chancellor Brown answered that UTC is looking closely at its current admissions criteria and wants to become better at trying to predict success among admissions, and the Chancellor projected to bring before the Board an adjusted admissions criteria with this aim in mind – focusing on predictability of success. A new advising center has just been created at UTC that will give intense advising to entering freshmen with undeclared majors. The Chancellor believes that UTC needs to double the number of specialist advisors assigned to its students. Trustee Wharton inquired about the possibility that much of the retention and graduation rates could hinge on factors outside of academic performance. Chancellor Brown agreed and assured that merely adjusting admission criteria would not correct these issues and noted again the efforts to increase advising. Chairman Driver asked how UTC ranked among the peer group in high school GPA of new students. Dr. Oldham answered that it is difficult to get average high school GPA data across a peer group, but that they generally run very closely to ACT score comparisons. UTC has a holistic admissions process and considers high school GPA, ACT scores and other factors. President DiPietro inquired about a UTC course that offers three hours of credit for four hours of classroom time. Dr. Oldham explained that was a pilot program to address the CCTA elimination of remedial courses. In this case it was an English class that offered an additional hour of intense one-on-one instruction and was very successful in its pass/fail ratio. Dr. Oldham noted that a similar program was being developed for mathematics. Trustee Hall raised concerns that rural students still needed to have the opportunity to obtain a four year degree. Dr. Oldham referenced the CCTA dual enrollment partnership that four year colleges

would establish with community colleges, offering a chance to prepare students who do not have the same high school college preparatory opportunities.

Before moving to the next agenda topic, Chairman Driver welcomed and recognized Trustee Julius Johnson, Commissioner of Agriculture for the State of Tennessee, as one of the new members of the Board, and of the AASS Committee.

#### **VI. Status Report on SACS Accreditation Process at UTC**

Chairman Driver recalled that at last fall's meeting the committee learned about the accreditation process in which UT campuses participate to maintain accreditation by the Southern Association of Colleges and Schools, or SACS. This accreditation occurs on each campus in ten year cycles with mid-cycle reviews. UT Chattanooga has just submitted its compliance report to SACS. Provost Phil Oldham was called to provide an update.

Provost Oldham reported that UTC submitted its Compliance Report to SACS in September 2010. The report was reviewed by an off-site committee in November 2010 and certain items called for additional information to be submitted by UTC in a Focus Report. That report has been completed and is now in the process of being submitted. A site team will come and visit UTC in April 2011. Provost Oldham has a positive view of the current status of the process and looks forward to the culmination of the process this coming December 2011 during the annual SACS meeting. Provost Oldham called on Dr. Karen Adsit to speak on UTC's Quality Enhancement Plan, ThinkAchieve, which is a major part of the SACS Accreditation process.

Dr. Adsit outlined the "ThinkAchieve" program as a critical thinking initiative that will be built around a three phase process, beginning with introductory orientation meetings and culminating in "beyond the classroom" community-based experiential learning exercises. Faculty and student surveys, as well as student assessment tests, will be given to measure success in the program. These elements will be phased in over a five year period and relate directly to the mission and strategic plan of UTC.

Trustee Loughry asked if any of the local Board trustees have been involved with this process. UTC Chancellor Brown answered that while none have gotten involved to date, UTC would welcome any trustee involvement. Chairman Driver stated that as the SACS review team will be at UTC in early April, a report on the findings of the team could be presented at the June Board meeting.

#### **VII. UT Martin Reorganization Involving a Change in College Affiliation for the Department of Nursing**

Chairman Driver introduced UT Martin Chancellor Tom Rakes to discuss the reorganization in the Department of Nursing. This reorganization does not require board approval, since no academic program changes are occurring. It is presented for information and discussion. Since the academic elements of the reorganization remain the same, it does not need THEC approval.

Chancellor Rakes noted that UT Martin's Nursing program had a 100% pass rate on the national licensure examination. The accreditation programs between nursing and education, while different in subject matter, operate in similar "hands-on" ways. Jerald Ogg, Vice Chancellor for Academic Affairs, was asked by Chancellor Rakes to speak on the details of the reorganization process.

Dr. Ogg noted that the College of Nursing was placed within Agriculture and Applied Sciences after a major college reorganization effort at UT Martin in 2000. While this placement had not led to any problems with faculty or students, the recent search for a Nursing department chair resurfaced the issue and a decision was made by upper administration to find a more logical placement. Faculty and students were sought for input and the College of Education and Behavioral Sciences was determined to be the best fit. Supervised field experience for the students, accreditation, and licensures were examples of similarities that further justified the move. Faculty members were in favor 9 to 1 and students were nearly unanimously in support of the move. This resulted in the college being renamed to the College of Education, Health and Behavioral Sciences.

#### **VII. Update on Approval of Ph.D. in Engineering and Energy Science at UT Knoxville**

Chairman Driver stated that the Board was presented with the joint PhD program between UT Knoxville and ORNL in the Fall 2010 meeting. The program was approved by the Board at that meeting and the next step in the approval process stood with THEC. Chairman Driver informed the Board that THEC approved the proposal and commended UT Knoxville on the quality of the proposed program. Chairman Driver asked THEC Executive Director and Board member Dr. Richard Rhoda to speak on the program and the approval process.

Dr. Rhoda noted that THEC was very pleased to work with UTK on this venture. This program was specified within the Complete College of Tennessee Act. The program met all of the CCTA criteria, uses existing faculty and existing resources, and has garnered a one-time funding of \$6 Million. Chairman Driver commended UTK Chancellor Cheek as well as UT VP of Research Dr. David Millhorn for their work in getting this program in place so quickly.

#### **VIII. Report on Celebration of the 50th Anniversary of the University's first African American Undergraduate Students**

Chairman Driver introduced UT Knoxville Chancellor Cheek to speak about the 50<sup>th</sup> anniversary of UT's first African American undergraduate students. Dr. Cheek gave a brief overview of the contrast between the relatively peaceful integration experienced on UT Knoxville's campus on January 4<sup>th</sup> 1961 versus some other college campuses at that time. Dr. Cheek called attention to one of those first students being present at today's meeting, Theotis Robinson, Jr., UT System Vice President for Equity and Diversity. Dr. Cheek further noted some of the upcoming events in 2011 to commemorate this 50<sup>th</sup> year anniversary. Dr. Cheek then asked Theotis Robinson to share some of his experiences from that day and during those years he was an undergraduate student.

Vice President Robinson provided an historical background of early attempts at racial integration within the University of Tennessee, including his personal account as one of the first African-American undergraduate students at the University. Trustee Blackburn gave a message of thanks to Dr. Robinson for his successful efforts that paved the way for many African Americans to attend UT, including herself. Trustee Hall wished to echo Trustee Blackburn's comments and further requested from Chancellor Cheek that he provide an update on equity and diversity initiatives recently begun at UT Knoxville. Chairman Driver commended Chancellor Cheek for the efforts he has made regarding UT Knoxville's 50<sup>th</sup> anniversary of this milestone and urged Board members to make efforts to attend some of the events marking the anniversary this year.

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**IX. Statement of Commitment to the Graduate Medical Education Program at the College of Medicine in Chattanooga**

Chairman Driver called for Katie High, Interim Vice President of Academic Affairs and Student Success, to present this topic, and Dr. High briefly noted that at the fall meeting of the Board in 2008, the Board approved a Statement of Commitment to Graduate Medical Education. This statement is required by the Accreditation Council for Graduate Medical Education, which accredits residency programs. The residency programs offered at Chattanooga are separately accredited by the Accreditation Council for Graduate Medical Education. A statement of commitment for Graduate Medical Education at Chattanooga is required and is the document found within today's Board materials, behind tab 12. The statement was required to be signed and submitted before today's Board meeting; therefore, Vice Chair Murphy has already signed the document on behalf of the Board. This action of Mr. Murphy is now being presented for approval and ratification by the AASS Committee.

Trustee Foy made the motion to approve the signing of this document by Trustee Murphy and was seconded by Trustee Johnson. The motion was approved.

**X. Status Report and Data Related to the Complete College Tennessee Act**

Chairman Driver introduced Dr. High to give a brief update on some of the requirements associated with the CCTA and where the University currently stands with implementation. Dr. High reported that by the end of next week, development of universal transfer paths for 40 majors will be completed, per compliance with the CCTA. Dual admissions partnerships with all our universities and respective community colleges have been established. The elimination of developmental and remedial courses on all campuses has also been completed. The interdisciplinary partnership between UTK and ORNL, also a CCTA component, has taken place.

Dr. High then gave an overview of the elements that make up the funding portion of CCTA. These elements include students accumulating credit hours (24, 48, and 72 credit hours), the number of degrees awarded, research and service, students that transfer out of the University with 12 credit hours, and six year graduation rates. Trustee Gallimore asked what the national average was on the 6 year graduation rate. Dr. High will follow up on this at the next meeting. Trustee Talbot questioned the

decline in UT Knoxville's 2009-10 24 hour completion number versus the two previous years shown. Chancellor Cheek answered that it could be due to a variety of factors, and as this is the first year of examining this specific measurement, and more work would likely find causes to such fluctuations.<sup>1</sup> Trustee Talbot and Stansberry questioned the value of these numbers without a clearer meaning behind them. Trustee Blackburn asked if Dr. High's earlier statement of students who "walked across the stage" actually meant all students awarded degrees. Dr. High clarified that was indeed what was meant (all students awarded degrees).

Trustee Rhoda, prior to introducing Dr. Russ Deaton to speak on the THEC CCTA funding formula, wished to thank all the committee members at each campus, at THEC, and within the TN Legislature who helped shape this new funding formula. Dr. Rhoda further pointed out that Bill and Melinda Gates, when visiting TN last year, were intrigued and saw a lot of value in this performance based funding concept.

Dr. Russ Deaton, Associate Executive Director of Fiscal Affairs at the Tennessee Higher Education Commission, provided a brief history on how allocations have been distributed in the past, which had typically been based on enrollment numbers, and how funding will now be based on outcomes such as graduation rates. THEC has developed an interactive spreadsheet that allows the user to see what allocation dollars will be awarded to a given institution based on hypothetical input of factors such as research expenditures, degrees awarded, and the other CCTA funding formula factors. This spreadsheet can be accessed on the THEC website. Dr. Deaton walked through several scenarios, using the spreadsheet, to illustrate the changes in funding. Trustee Wharton asked about the concept of using the particular criterion that is being judged, such as 24 hour course completions, relative from one size campus to another (UTC and UTM to UTK). Due to the difference in scale, Trustee Wharton contended that this approach may be in conflict with the mission of certain campuses, as land grant institutions. Dr. Deaton explained that this factor had been considered in the design and that over time, the formula may be changed to correct any of these issues. Trustee Boulet asked what weights are given to different schools and different measures. Dr. Deaton stated that the weights were based on Carnegie classification and can change in the future. Dr. Deaton stressed that this model will be used for several years before any factors are changed.

## **XI. Other Business**

Chairman Driver asked if any other items required discussion. Trustee Anderson expressed to President DiPietro a desire to see personnel at each campus be versed in the CCTA performance funding formula, as presented by Dr. Deaton, and know how to best position the school to score well on the funding model. Dr. DiPietro noted that those personnel were already in place and further supported the performance based funding approach while understanding the resulting skepticism any time funding plans are changed. Dr. DiPietro pledged to closely study the model and if any undesirable consequences

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<sup>1</sup> Further investigation following the meeting explains that the decline was primarily due to a smaller Fall 2009 freshman class. Enrollment for the years depicted on the Funding Formula chart are as follows: 2007: 4093; 2008: 4091; and 2009: 3492.

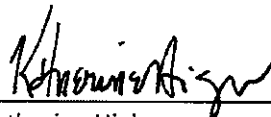
were to arise, they would be addressed to THEC. Dr. Rhoda agreed that THEC would address such issues. Dr. DiPietro further noted that while some pain could arise for any one institution as a result of performance-based awarding, that the greater good to the state of Tennessee in a better educated workforce would outweigh it. Trustee Cates requested that at an upcoming board meeting, the question be answered as to how to measure institutions that currently are not part of this CCTA performance model, such as UTHSC and UTIA. Dr. DiPietro stated that he has presented the idea to Dr. Rhoda that THEC explore a method to apply such performance-based awards to these institutions in the near future.

Chairman Driver called for a motion to adjourn.

## **XII. Adjournment**

Trustee Murphy made the motion to adjourn the meeting and Trustee Scheldwitz seconded. Chairman Driver adjourned the meeting at 12:31 p.m. EST.

Respectfully submitted,



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Katherine High  
Interim Vice President for Academic Affairs  
and Student Success