

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

THE UNIVERSITY OF TENNESSEE

October 8, 2009  
Knoxville, Tennessee

The Academic Affairs and Student Success Committee of the Board of Trustees of the University of Tennessee met at 1:30 p.m. EDT, Tuesday, October 8, 2009, at the University Center Ballroom on the University of Tennessee Knoxville campus, Knoxville TN.

**I. CALL TO ORDER**

Mr. Spruell Driver, Chair of the Committee, called the meeting to order and welcomed everyone to the meeting.

**II. ROLL CALL**

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

Mr. Spruell Driver  
Ms. Anne Holt Blackburn  
Mr. Tyler Forrest  
Mr. John Foy  
Dr. Verbie Prevost  
Mr. Karl Schledwitz  
Ms. Betty Ann Tanner  
Dr. Jenna Wright

The following non-voting members were also present:

Dr. J.A.M. Boulet  
Dr. Pedro Campa  
Dr. Karen Johnson  
Mr. Phillip Masengill  
Ms. Laura Nishida  
President Jan Simek  
Dr. Parker Suttle  
Mr. Sumeet Vaikunth  
Mr. Tom Whitworth  
Mr. Andrew Wilson

Dr. Yegidis reported a quorum was present.

### **III. WELCOME AND OPENING REMARKS**

Chairman Driver introduced new committee members: Dr. Karen Johnson and Mr. Sumeet Vaikunth. Also introduced were new UT staff members: Dr. Stephan Corda of UTSI and Dr. Todd Diacon of the Office of the Vice President for Academic Affairs and Student Success.

### **IV. APPROVAL OF MINUTES OF LAST MEETING**

Trustee Wharton asked for a revision on page 37 of the minutes to read “Vice President of Agriculture” not “President” on the same level as chancellors.

Trustee Hagler asked that we show her as a non-voting member present at the last meeting.

Dr. Yegidis indicated the changes would be made. A motion to approve the minutes was made by Trustee Foy and Trustee Tanner seconded. The motion carried.

### **V. PRESENTATION BY DR. CYNTHIA PETERSON**

Dr. Susan Martin introduced Dr. Cynthia Peterson, Professor and Head of Biochemistry and Cellular and Molecular Biology. Dr. Peterson discussed her use of a biological camera to examine proteins in human blood, with snapshots of proteins. Dr. Peterson highlighted the use of the Kraken computer and the Isotope Reactor at Oak Ridge National Laboratories in her research. Dr. Peterson also discussed NIMBios (National Institute for Mathematical and Biological Synthesis) and the opportunity provided her by UT to attend the HERS Summer Institute for Women in Higher Education Administration at Bryn Mawr, a training program for women as leaders in higher education administration.

Trustee Loughry asked if there are other things the Board could do to attract more teachers and researchers like her.

Dr. Peterson told the Board what made her happy about being here: support for grants – look to UTK for matching funds and UT has always been able to provide these matching funds and that has made her research successful. As much as the Board can do to support these resources is very attractive to potential faculty members. It is also important to support faculty in the teaching mission.

Chairman Driver thanked Dr. Peterson on behalf of the Board for her leadership and outstanding research.

## **VI. FALL ENROLLMENT REPORTS**

Dr. Yegidis asked the committee to look at the fall enrollment reports behind Tab 7. Dr. Yegidis discussed the five year change in growth at UT Chattanooga and UT Martin. UT Knoxville had a 4.5% increase over five years and UTC had a strong increase in graduate numbers. Also, UTSI had a 9% increase over five years. Dr. Yegidis pointed out that even with the difficult economic situation of the state, there are still upward trends in enrollments.

Dr. Yegidis asked Chancellor Brown to make remarks about UT Chattanooga.

Chancellor Brown (UTC) – Strong enrollment at UTC; the increase in undergraduate enrollment over the past year was 7.7%; with the 5 year trend over 24%. UTC is becoming more of a campus of choice for students. There was a very slight decrease in African American enrollment at the undergraduate level, but an increase of 23% at graduate level this fall. UTC's long time enrollment plan is to increase enrollments in teaching, nursing, and business master's programs. UTC is close to or at capacity for freshman level courses and is looking to recruit more transfer students at junior and senior levels. UTC also wants to use transfer students to increase enrollments. UTC's overall enrollment grew 7.3% this fall.

President Simek commented on the African-American graduate student enrollment increase. Where is this coming from?

Chancellor Brown indicated UTC is serving a more regional population in the master's programs with an increasing number of international students in math and engineering programs. UTC has more of a population who seek to stay in the region.

Trustee Hall: Do we keep numbers on how many community college transfers we have?

Chancellor Brown: Yes and It is growing. UTC has been focusing on increasing this number; it was rather flat when he first went to UTC. Dr. Brown would like to see greater articulation efforts across the state. UTC is working with both Chattanooga State and Cleveland State to increase transfers from these community colleges.

Trustee Hall asked if the growth has been across the colleges or in specific programs.

Dr. Phil Oldham indicated an overall growth across the board at the undergraduate level with Engineering growing at the graduate level.

Trustee Hall said he liked the numbers but wants to see more specifics (within the colleges/departments at each campus).

Both Dr. Yegidis and Chairman Driver indicated they would try to provide this information in the future.

Dr. Susan Martin discussed the UTK enrollment numbers noting a slightly downward move in graduate students. Dr. Martin stated that this trend was in part due to transfer of the Speech/Audiology programs to UTHSC. Also, a slightly smaller freshman class entered this year. UTK is making progress in retention rates and would like to see them at 90%. Diversity is also up. UTK's challenge is to continue on the trajectory to admit highly qualified students while maintaining a commitment to access. Programs such as the Pledge and Promise and Achieve the Dream programs are aiding in this commitment.

Trustee Gallimore asked how close UTK is to maxing out capacity. Dr. Martin indicated UTK is looking very closely at that right now. They are getting close, hence the emphasis on graduation.

Trustee Foy noted enrollment was down in the freshman class and asked if this was intentional. Dr. Martin responded there was a combination of factors. It is not unusually small given numbers over the last ten years. Overall enrollment has dropped a bit because UTK graduated such a large class and transfers may have played into the numbers as well.

Trustee Foy asked about the total enrollment being down significantly over past 5 years. Dr. Martin indicated this was true, but that UTK is graduating students faster too.

Trustee Hall asked if UTK had any information on number of community college transfers. Dr. Martin didn't have it in hand, but indicated they have been working to make transferring into UTK a smoother process. Dr. Martin will provide these numbers to the trustees.

Trustee Hall noted that as UT places increasing emphasis on graduation numbers, who is graduating becomes an issue too. Is it first time freshman or transfers?

A question was asked about freshmen enrollment numbers at UTK. Dr. Martin indicated that 6,331 was not first time freshmen, it included freshmen who had not completed 30 hours in their first year. Transfer students from community college that complete an associate's degree are generally more likely to finish their degrees at UTK.

Trustee Stansberry asked if there is a better way of looking at these figures, at graduation rates.

Dr. Martin indicated host to host as a national benchmark is an easier way to look at the numbers. Dr. Yegidis will discuss this later.

Trustee Blackburn asked if there have there been changes in admissions requirements from Fall 05 until now. Dr. Martin said there has been a continual improvement in the characteristics of the student classes and they look at broad range of student qualifications. UTK does not have minimum qualifications.

Trustee Blackburn agreed but asked about the communication with guidance counselors and potential students. Dr. Martin responded that UTK has various programs for counselors but from these comments UTK may need to do a better job.

Trustee Wharton asked if THEC should come up with a standardized formula for graduation rates.

Dr. Yegidis indicated that THEC's standard definition for graduation rate is the six year graduation rate. This is also the national benchmark for reporting graduation rates.

Chairman Driver said we hear a lot about how much more competitive it is to get into UTK. He asked what percent of applicants are accepted. Dr. Martin indicated between 60-70 percent.

Chancellor Rakes discussed UT Martin's enrollment numbers. UTM is pleased to see 27.7% increase over five years, but they are more concerned with graduation rates and other measures of student success. Dr. Rakes discussed UTM's enrollment plan, which includes slow growth, and increasing enrollment of transfer students. UTM is starting a dual admission program with Dyersburg State – targeting agriculture and education with a seamless transfer. Student credit hours mirror headcount. Graduate students are taking more hours and graduating faster. Diversity numbers are down in African American enrollment (freshmen) 14.4%. Changes have been made to increase the number of African-American students. UTM is still keeping students, even if students lose the lottery scholarship. Also, he stated that lottery funds should be made available for summer school. For the unduplicated headcount by location – the number for on campus is down, but the number for off campus/online is up. There are 940 dual enrollment students from across the state. UTM has had no new classroom buildings in 15 years, and they are looking at other ways to accommodate growing numbers.

President Simek noted that the lottery scholarship not funding summer school is a serious issue and affects access and timely graduation rates. The Legislature voted for lottery to cover a 5<sup>th</sup> year of study, but this excludes summer school. Trustee Loughry asked earlier what Board members can do to assist the University: this is an important legislative issue the Board could help address.

Chairman Driver asked if there is a prevailing rationale on why the lottery scholarship does not provide for summer school. Mr. Hank Dye noted when it came into existence there were lots of issues. He felt this will be a delicate discussion.

Trustee Hagler noted with respect to non-degree seeking students, UTM numbers are higher than other campuses. How does this affect degree seeking? Dr. Rakes indicated that UTM deals with undeclared majors in first semester. The student success center and first year experience class helps with this.

Trustee Tanner asked what is the maximum number of semesters for the Hope Scholarship. There was considerable interest and discussion on this point.

Dr. Scheid presented the UTSHC enrollment numbers. She noted enrollment has been increasing steadily. UTHSC does have transfers for undergraduates, but the remainder is in professional programs and graduate programs. Minority enrollment varies by college: 12-14% in medicine, same in Pharmacy, strong in Nursing. Modest growth is dictated by professional accreditation, which has distinct rules on class sizes because of strict rules about faculty: student ratios.

Trustee Hall asked what percent of medical professionals is in-state. Dr. Scheid indicated at least 95% are in-state.

Chairman Driver asked about the difference in junior and senior numbers. Dr. Scheid indicated these numbers vary due to the length of a particular program.

Dr. Stephen Corda presented the UTSI information showing 225 overall headcount. UTSI has a fairly high graduation success rate, and 100% of their graduates are in the STEM disciplines. Dr. Corda indicated research dollars were slightly down, but they were hopeful with new governance this would improve. Outreach productivity has increased from last year.

Trustee Wharton: With respect to students what percent are studying industrial engineering and what percent are completely online?

Dr. Corda noted that UTSI's distance learning has always been strong – maybe 130 students. Approximately 80 are in industrial engineering and 50 in aviation systems.

Trustee Wharton asked if all the industrial engineering students are online. Dr. Corda said about a half dozen are not online.

## **VII. PERFORMANCE MEASURES**

Dr. Yegidis spoke to the committee regarding the current performance measures adopted by the Board during the development of the scorecards. There are several definitions which need revising. Graduation rate is currently host to anywhere and would be better defined as host to host, which is the national definition. STEM majors are narrowly defined, so majors recognized by the CSRD (Consortium for Student Retention) are currently being used. Staff are planning to compare this definition against the definition used by the National Science Foundation and make appropriate modifications that should show a greater impact in STEM education than the current results indicate.

The definition for economic development fits better with IPS and UTIA. The campus CAOs/Provosts are going to work on a definition for their campuses. The outreach definition works for IPS, UTIA and UTHSC but the undergraduate academic campuses need a clearer definition. Globalization is too narrow and this definition will be elaborated on during the coming year.

### **Campus Scorecard**

#### **UT Chattanooga – Dr. Phil Oldham, Provost and Vice Chancellor for Academic Affairs**

Trustee Talbott asked Dr. Oldham “where are you not happy?”

Dr. Oldham indicated student access and success. Although there has been a downward trend, it is getting better. The quality of students is high. There is an issue of larger student enrollment, changing to more residential students and other related issues.

Trustee Hall asked how student financial need is met by the campus.

Dr. Oldham indicated UTC uses a combination of federal assistance and campus scholarships to meet student financial need.

#### **UT Knoxville – Dr. Susan Martin, Provost & Senior Vice Chancellor for Academic Affairs**

Dr. Martin indicated enrollment is up from baseline; retaining students much more than 5 years ago; globalization has increased – more study abroad; greater participation in Ready for the World initiatives.

Trustee Talbott asked what the graduation rate should be. Dr. Martin felt it should be 80%, rather than 60% as it currently stands. She indicated there are

reasons for this. UTK has more students eligible for Pell than most of its comparators, and this affects graduation rate. She indicated that UTK needs to work on support for those students.

Trustee Talbott asked what graduation number the legislature wanted.

Mr. Hank Dye said they don't have a specific number; but there is a lot of discussion about this. Dr. Todd Diacon noted that UT has information on how we compare to THEC and how we need to get graduation rates up to THEC peer average. President Simek noted we have aspirational peers – that's where we want to be.

Trustee Schledwitz asked if freshman retention should be added to scorecards. Dr. Yegidis responded yes and that this would be done.

Trustee Blackburn asked if different schools will have different graduation rates.

Dr. Yegidis replied that this is true. Student demographics such as part-time versus full-time status and others vary among the campuses. What is clear is that we all need to do better at this overall.

Trustee Schledwitz asked if transfer student data and on-line versus campus could be added to scorecards. He also noted with UTSI numbers being down – how can we economically justify that, especially with online students?

Trustee Johnson asked to see student to faculty ratio on scorecards. Dr. Yegidis responded this information is presented in Board notebook in the following section.

Trustee Hall asked if we provide feedback to school districts on performance of their students at our campuses. Dr. Todd Diacon responded yes. THEC does this in the fall after the first semester, by way of a report.

Chairman Driver felt this was excellent input on ways to improve the scorecards and would ask the administration to come back with revised scorecards for BOT approval.

**UT Martin – Dr. Jerald Ogg, Vice Chancellor for Academic Affairs**

Dr. Ogg felt that UTM is generally pleased with graduation rates but can improve; STEM majors are increasing due to the newly created West Tennessee STEM Center.



Chairman Driver asked what concerned them most. Dr. Ogg replied graduation and retention statistics. In addition, UTM would like to see scorecard measures other than research that can highlight accomplishments of UTM faculty. Globalization is increasing and the raw numbers are going up for globalization.

Trustee Hall asked about student demographics.

Dr. Ogg responded that the traditional number of students is on its way down due to economic challenges. Dual enrollment, dual credit and on-line instruction are all increasing.

**UT Health Science Center - Dr. Cheryl Scheid, Vice Chancellor Academic, Faculty, and Student Affairs**

Dr. Scheid noted licensure rates, graduation rates for underrepresented population, and research numbers are down slightly. Dr. Scheid indicated the outreach information is a challenge with reporting of the number of patients, or number of patient visits being questioned. Staff are working on verifying this number.

Dr. Schwab did note that UTHSC operates the largest public service hospital in the state, and does so at a loss, which provides a strong measure of outreach and public service to Tennessee.

**UTIA - Dr. Joe DiPietro, Vice President of Agriculture**

Dr. DiPietro reported they were happy with the measures on access and success. Licensure pass rates are above national averages and the jump in outreach number is due to 1,200 volunteers. UTIA is not happy with the globalization numbers and are looking for ways to increase student globalization experiences.

**IPS - Dr. Mary Jinks, Vice President IPS**

Dr. Jinks talked about impact of IPS upon economic development with jobs created and maintained across the state. Their outreach shows number of projects not number of people served.

**UTSI - Dr. Stephen Corda, Interim Associate Vice President**

Dr. Corda indicated research dollars were slightly down.

**UT System, - Dr. Bonnie Yegidis, Vice President for Academic Affairs and Student Success**

Dr. Yegidis indicated some measures were rolled up from the campuses to system totals, but that it didn't make sense to sum all measures across the system.

Trustee Talbott asked if additional information could be provided on economic development and what is included.

President Simek pointed out to the committee they've seen data from individual campuses of impact on local and state economies and that all campuses would provide these data.

Trustee Loughry asked how we are getting this information out to our stakeholders.

Dr. Yegidis responded that the first step was to provide the information to the Board today and after that she will work with Hank Dye and his staff to disseminate the information to stakeholders.

President Simek said we are in ongoing discussions with our stakeholders, not the least of which are our legislature. He indicated that he will use these data at every opportunity. Not just the praises, but what we aspire to and where we want to go.

A draft of measures derived from the work of the Effectiveness and Efficiency Committee for the Future (Tab 9) was presented. Dr. Yegidis directed the Committee's attention to three specific measures of interest to the Board: item six, TN freshmen receiving the Hope Scholarship, item seven, the percentage of students retaining the Hope Scholarship after their first years, and item 10 regarding faculty salaries.

A rankings report was provided (Tab 10). There were no questions regarding this information.

The National Survey of Student Engagement (NSSE) report was deferred to the next meeting.

**VIII. REPORT ON DISTANCE LEARNING PROGRAMS** – deferred to next meeting.

**IX. REVISION UTC GRADUATE ADMISSION REQUIREMENTS**

Trustee Wharton asked if the graduate admissions process would still be holistic.

Dr. Oldham responded yes.

Trustee Wharton asked what is the minimum GPA for admission.

Dr. Oldham responded 2.5

The motion to approve the changes in UTC graduate admissions requirements was made by Trustee Schledwitz and seconded by Trustee Forrest. The motion carried.

**X. CLOSURE OF MEMPHIS LOCATION OF UT KNOXVILLE MSW PROGRAM**

Trustee Hagler asked if there was a proposed collaborative committee from University of Memphis and UT Health Science Center.

Dr. Martin indicated this committee met a number of times. The University of Memphis was confident they could move forward.

Trustee Hagler was also concerned about the existing faculty and if any agreement had been put forth to take care of them.

Dr. Martin said until this motion is approved, there hasn't been a formal plan. However, if the faculty are tenured, they will retain their tenure.

Trustee Hagler urged that University of Memphis and UTK work together to make sure the faculty concerns are addressed during the transition. She also asked that information about the transition be disseminated to the community.

Dr. Martin indicated that would be done.

The motion to approve the closure of the Memphis location of UTK's MSW program was made by Trustee Forrest and seconded by Trustee Foy. One opposed.

Trustee Schledwitz said he never felt good about how this has been handled. He did commend Dr. Cheek on his handling of the situation. Trustee Schledwitz doesn't think we should have gotten out of this program.

Motion carries.

The meeting was adjourned at 3:45