HE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES
FALL MEETING

1:15 p.m. EDT
Friday
October 3, 2014

Hollingsworth Auditorium
2421 Joe Johnson Drive
Knoxville, Tennessee

ORDER OF BUSINESS

I. T  Call to Order and Invocation
II. T  Roll Call
III. T  Introductions
IV. T  Governor’s Remarks
V. T  President’s Report
VI. T  Chancellor Cheek’s Report on the Top-25 Initiative
VII. T  Report of the Executive and Compensation Committee
  A. Comprehensive Presidential Performance Review
VIII. T  Report of the Audit Committee
IX. T  Adoption of Honorary Resolutions
X. T  UT Knoxville Naming
XI. T  Consent Agenda
  A. Minutes of the Last Meeting
  B. Ratification of the Vice Chair’s Appointments to Standing Committees
     and the UT Martin Athletics Board
  C. Resolution on Integrity in Research
  D. Real Property Transactions
  E. Policy on the Process for Submitting Legislative Proposals and
     Funding Requests to the General Assembly
  F. FY 2015-16 Operating Budget Appropriations Request
     for Non-Formula Units
  G. FY 2015-16 Capital Outlay and Capital Maintenance Projects
H. FY 2015-16 Revenue/Institutionally Funded Projects.......................... Tab 13T
I. FY 2014 Annual Flight Operations Report......................................... Tab 14T
J. Grant of Tenure to Six UT Knoxville Faculty Members under Expedited Procedures.................................................................................................................. Tab 15T
K. Grant of Tenure to an Institute of Agriculture Faculty Member under Expedited Procedures................................................................. Tab 16T
L. Annual Report to the General Assembly............................................... Tab 17T
M. UT Knoxville Transfer Admission Requirements................................ Tab 18T
N. Revised Dates for the 2015 Fall Meeting—DEFERRED

XII. T. Announcements ........................................................................... Tab 19T

XIII. T. Adjournment
The Future: 2020
President’s Report

October 2014
Four Years Ago
Graduation Rates

69.3% Knoxville
47.0% Martin
38.8% Chattanooga
## Number of Graduates Since 2010

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
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<tr>
<td>Undergraduate</td>
<td>6,781</td>
<td>7,016</td>
<td>7,499</td>
<td>7,625</td>
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<tr>
<td>Graduate*</td>
<td>3,351</td>
<td>3,314</td>
<td>3,559</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>10,132</strong></td>
<td><strong>10,330</strong></td>
<td><strong>11,058</strong></td>
<td><strong>11,182</strong></td>
<td><strong>11,150</strong></td>
</tr>
</tbody>
</table>

* Includes total of Masters, Doctorate, Professional and Education Specialist degrees conferred
Enrollment

Knoxville
UP FROM LAST YEAR

Chattanooga
ABOUT THE SAME

Martin
SLIGHTLY LOWER FROM LAST YEAR
Research Expenditures

2010: $384.93 M
2011: $453.57 M
2012: $465.00 M
2013: $440.35 M
2014: $422.07 M
Outreach and Impact

PRESENCE IN ALL 95 COUNTIES

$3.75 BILLION ECONOMIC IMPACT
Workshop Review
What will the future look like?
Students come fully prepared.

Graduation rates are in 85% – 90% range.
MORE RESEARCH
MORE FUNDRAISING
Advocacy
Every day at UT I...

am thankful for
the opportunity to be
your president.

#AmUT

i am UT
TRIBUNE
Journey to the Top 25
October 3, 2014
Let’s Talk About Progress
Four-Year Graduation Rate
12%

Increase in UT Knoxville’s Four-Year Graduation Rate
Four-Year Graduation Rate

Top 25 Target: 54%

Our Progress: 43%

2008 2009 2010 2011 2012 2013 2014
Six-Year Graduation Rate
9%

Increase in UT Knoxville’s Six-Year Graduation Rate
Six-Year Graduation Rate

Top 25 Target: 75%

Our Progress: 69%

2008 2009 2010 2011 2012 2013 2014
First to Second Year Retention
3%

Increase in UT Knoxville’s First to Second Year Retention
First to Second Year Retention

Top 25 Target Average: 90%
Research Growth

Total Research Expenditures

Millions

- 2010
- 2011
- 2012
- 2013
- 2014

Board of Trustees Fall Meeting - Chancellor Cheek’s Report on the Top-25 Initiative
$83M

Increase in UT Knoxville Total Research Expenditures
$2B

Current and Planned State Money for UT Knoxville
Philanthropy is Helping the Journey
81%

Increase in UT Knoxville Fundraising
Development & Alumni
Bredesen Center
Media

UT welcomes largest freshman class in 40 years – News Sentinel Story

BY: Megan Bodie
POSTED: 11:31 AM, Aug 13, 2014
UPDATED: 9:30 AM, Aug 13, 2014
TAG: local news

UT opens new $59 million residence hall – News Sentinel Story

BY: Megan Bodie
POSTED: 3:30 PM, Aug 11, 2014
UPDATED: 9:35 PM, Aug 11, 2014
TAG: local news

KNOXVILLE - Some 700 undergraduate students Saturday begin moving into the first new dorm on the University of Tennessee’s campus in more than a decade.

Fred B. Brown Jr. Residence Hall, a six-floor, 250,000-square-foot building on the corner of Melrose and Andy Holt avenues, includes 242 two-person suites and 44 four-person “deluxe” suites. The suites are double-occupancy rooms with a shared bathroom.

Students say Rob Bironas’ death, a threat to them - News Sentinel Story

STAY CONNECTED
Facebook
Twitter
YouTube
Google
Pinterest

TRENDING NOW
Students say Rob Bironas' death, a threat to them - News Sentinel Story
Gay wedding interspersed with hateful rant - News Sentinel Story

Attention men: Your numbers matter.
Lydic said it was…our drive to put UT Knoxville in the Top 25 of public universities in the country by pursuing quality research ‘with a vengeance’ that lured them to Knoxville.

Ralph Lydic and Helen Baghdoyan, World-renowned neuroscientists recently recruited to our faculty
We are moving in a strong, positive direction
Questions or Comments
Thank You
HE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

ACTION ITEM

DATE: October 3, 2014

COMMITTEE: Executive and Compensation

ITEM: Comprehensive Presidential Performance Review, C 2011-2013

RECOMMENDATION: Approval

PRESENTED BY: J. Brian Ferguson, Vice Chair of the Board

Under the Board’s Policy on Presidential Performance Reviews, TDrs. Terrance T. MacTaggart, Senior Fellow with the Association of Governing Boards, was retained as an external advisor for a comprehensive review of President DiPietro’s performance for the three-year period beginning January 1, 2011 through December 31, 2013. Dr. T. MacTaggart’s report, which follows this memorandum, concludes with the following statement:

President Joseph DiPietro is a remarkable leader who has earned the trust and confidence of a wide spectrum of Tennesseans. He possesses the “right stuff” to not only manage this complex and very important university, but to lead it in positive new directions going forward.

In view of the overwhelmingly positive results of the comprehensive performance review, Dr. MacTaggart suggested that the time is ripe for President DiPietro to lead a systematic and comprehensive initiative, in collaboration with the Board, to address unfavorable financial realities and trends by aligning the University with the state’s most compelling economic and educational needs and priorities. In Dr. MacTaggart’s words, this effort could lead to repositioning the University as one of the most important instruments for a brighter economic and educational future for Tennesseans.” The Vice Chair and Dr. MacTaggart have discussed Dr. MacTaggart’s report with the President, and he has enthusiastically accepted the challenge to lead the kind of initiative suggested by Dr. MacTaggart in a second term as President.

Accordingly, at a meeting of the Executive and Compensation Committee on September 10, 2014, the Vice Chair recommended approval of (1) Dr. MacTaggart’s report; (2) the goal of pursuing a systematic and comprehensive initiative to address unfavorable
financial realities and trends by aligning the University with the state’s most compelling economic and educational needs and priorities; and (3) Extension Of The Term Of President DiPietro’s employment agreement through June 30, 2019. The Vice Chair explained that Tthat Tadjustment Tin TPresident TDiPietro’s Tcompensation, Tbased Ton Tbenchmark data, will be considered at the Annual Meeting in June 2015, to be effective Twith the beginning of a second term in office.

The T Executive T and T Compensation T Committee T approved T the T Vice T Chair’s T recommendations for approval by the full Board. T

MOTION:


MOTION: C

That the Board approve the goal of pursuing a systematic and comprehensive C initiative to address unfavorable financial realities and trends by aligning the C University with the state’s most compelling economic and educational needs and C priorities.

MOTION: C

That the Board approve an extension of the term of President DiPietro’s employment C agreement through June 30, 2019.
Report of a Comprehensive Presidential Performance Review
of President Joseph A. DiPietro
Presented to the
University of Tennessee Executive and Compensation Committee
September 10, 2014
by
Terrence MacTaggart
Consultant, Association of Governing Boards

Introduction and Summary

This document reports the results of a comprehensive performance review of President Joseph TDiPietro. TConsistent Twith TUniversity Tof Tennesseans’ Tpolicy Ton Tcomprehensive Treviews, Tit Tsummarizes Tthe Tcomments Tof Tinternal Tand Texternal Tstakeholders, Toffers Tsuggestions Tfor Tadjustments Tin Tthe TPresident’s Tstyle Tof Torganizational leadership, and recommends that during what is likely to be Dr. DiPietro’s Tsecond term he lead the system in a major initiative to position the University as one of Tthe key instruments for the educational and economic advancement of the state. T

The Review Process

I interviewed some fifty individuals across Tennessee beginning on March 23rd, 2014 Tthrough March 28th of that year in the cities of Knoxville, Chattanooga, Nashville and TMemphis. From March 31st through April 2, I engaged in phone interviews with nineteen Tmore individuals and subsequently interviewed a Trustee at a national conference we Twere both attending, for a total of about seventy interviews. TI had the pleasure of Tspeaking with a range of Tennesseans including the Governor, all other members of the TBoard of Trustees, all Chancellors, most senior system administration staff, the faculty Tsenate president for each campus, staff representatives for each campus, the student Tgovernment president for each campus, three foundation board chairs, the Lieutenant TGovernor/Speaker of the Tennessee Senate, Speaker of Tthe Tennessean House of TRepresentatives, Tand Trepresentatives Tof Tthe TUniversity’s TAlumni Tand Tdonor Tbase. TThanks to the number and range of individuals who shared insights with me, I believe Tthis report is accurate when it asserts that Dr. DiPietro is a man of integrity, courage and Thigh intelligence who will lead UT forward in what is likely to be a second term.

Principles and Criteria

This Treview Taddressed Tthe Tprinciples Tof Tconfidentiality, Ttransparency Tand Tfuture Torientation. TFor Texample, I promised interviewees that their words and names would not be linked. TTransparency in this case required that I share virtually the same conclusions with the TPresident and the Vice Chair. Finally, the process is forward looking in that I sought to T
understand the President’s capacity for leadership in the future and to offer some T options for the exercise of that leadership going forward.

The three main criteria I employ to evaluate presidents includes their “duty of trust” or T fiduciary obligation in the largest sense, their ability to inspire trust and confidence T among stakeholders, and their capacity to lead positive change that will advance the T University Tand Tthe Tstate Tit Tserves. The Tfiduciary Tresponsibility Trequires Tsound T stewardship of financial and physical assets, but also care for the reputation, brand and T integrity of the University. Its key virtue is prudence. Universities are best served when T presidents relate to a wide range of individuals so as to elicit trust in the executive’s T honesty and confidence in their ability to lead. T

Integrity and the ability to relate to others are essential but not sufficient qualities in a T president of the top rank. Especially in these times of diminishing public fiscal support, T decreasing student capacity to afford ever higher tuition bills and heightened demands T for quality education to enable students and state to compete in the global market place, T presidents must lead their institutions to perform differently and at higher levels than in T the past. The best presidents challenge themselves, their boards and fellow leaders T across the academic community to change the way they operate to excel in a more T restrictive environment. The personal qualities required for this work include the integrity T and relational skills of the first two criteria, plus the wisdom to know what to do and the T savvy to get it done. The good news is that Joe DiPietro possesses these qualities in T abundance. T

Stability and Trust

These Two Twords—stability Tand Trust—Echoed Through Many Of My Conversations T across the state. In the twenty years of hiring, evaluating, supporting and occasionally T dismissing presidents, I have never heard such consistent praise for a sitting president, T especially one for whom after three years in office the honeymoon should be long over. T Of the seventy people interviewed, only an astonishingly low number proffered serious T criticism. In two instances, the interviewees felt the President should have usurped the T role of a Chancellor in a particular matter; the third commentator differed with the T President on political strategy. These criticisms were well intentioned, but in my view T based on a misunderstanding of the division of responsibility between a system head T and The Leader Of A single University on The one hand Tand on The other A naïve T understanding of statehouse politics.

The following quotations and paraphrases capture the very positive attitudes toward T President DiPietro: T

TA most ethical president
TExpects his staff to be ‘truth tellers’
Absolutely the right person for the times
T Humble
T Intelligent
T Emotionally mature...never loses it
T Caring ...loves the UT System
T Exhibits the common touch without being patronizing
T Excellent communicator in small groups
T Helps the academic community feel good about itself
T Outstanding credibility with the campuses
T Open to suggestions
T Huge asset to Tennessee
    Thinks before acting
T Has the political capital to make tough decisions
T Widely respected with farmers and business leaders
T Chancellors recognize he is the boss and respect him
T Respects and knows the campuses
T With Joe in charge, this could be our decade

Does this President appear so good only in comparison with some of his less successful T predecessors? Respondents to this question declared that Joe DiPietro would be a T strong President in any league. I concur completely with this judgment. T

Advice and Suggestions P

I asked most interviewees for advice and suggestions they would like me to share with T the President without, of course, attribution. From the many who worked reasonably T close to the President or were in a position to observe his leadership style, these were T the most frequent recommendations: T

T Reduce by at least fifty percent the President’s direct reports. Currently, about T twenty people report more or less directly to the President. Because he is a T tireless worker and very well organized, the President can manage this scheme T and clearly it offers some benefits when it comes to really knowing the operation. T However, as several pointed out, it leaves less time for longer term, strategic T work that the Presidency of this complex system demands. T

T Currently TThe Texecutive TResponsible Tfor Tresearch Tdoubles Tas Texecutive Tvice T president. As able and experienced as this individual is, these responsibilities T require separate leadership to do justice to each. Accelerating the University’s T research productivity and developing the Cherokee Farm research campus to T achieve its full potential are full-time tasks in themselves. The President should T allow the incumbent to focus exclusively on the research enterprise and acquire T
a true “second-in-command” who has the respect of the University and can T speak and act for the President on a variety of matters. T

T Engage Tin Tsystematic Tsuccesion Tplanning Tthroughout Tthe TUniversity Tbut T especially at the levels of President and Chancellor as well as the staff who T report to the President and the Chancellors. The habit in higher education of T hiring from outside the organization has its merits, but developing leadership T from within and testing candidates for promotion in competitive national searches T offers Tthe Tbest Tof Tboth Tworlds. TAs TPresident TDiPietro’s TTown Tappointment T demonstrates, hiring a known executive who also possesses external experience T is a winning combination. T

T Reflect on key past decisions and pending ones with an eye toward speeding up T the decision making process. Thoughtfulness and willingness to hear all sides of T an issue are important virtues, but making choices in a timely fashion is too. No T one suggested that the President is timid or indecisive, but several encouraged T him to speed up his decision making where possible. T

T Retain Ta Tcoach Tto Tdevelop Tgreater Tskill Tspeaking Tbefore Tlarge Tgroups. T Authenticity and character are the most important traits of a public speaker, and T these the President has aplenty. However, several suggested that the President T could become even more effective with large audiences with guidance from an T experienced communications coach. T

What Next? R

After seeking input on the quality of the President’s leadership in the recent past and T currently, I also sought answers to the question “What next?” on the assumption that the T President would be offered and would accept a second term of four or five years. To be T sure, several respondents suggested that he continue to march as he has until now. T Others, however, Tproffered Tideas Tfor Tinitiative Ton Tvarious Tfronts: Tdevote more T attention to advocacy with policy makers, accelerate fundraising, find ways to monetize T intellectual Tand Tother Tproperty, Tpartner Tmore Taggressively Twith Temployers Tand Tthe T business community, use the Top 25 initiative as the occasion to review programs and T services and reallocate among them, and market the system more forcefully both in T state and beyond. T

In addition to these individual recommendations, some observed that the President has T amassed such substantial political capital and credibility that he should consider some T major push on behalf of the University and the State. These interviewees sometimes T noted Tthat Tpolicy Tleadership Tfor Thigher Teducation TTennessee Thas Tshifted Tto Tthe T Governor’s Office. Big ideas like Drive to 55 and the Tennessee Promise seem to have T originated there, while others like Top 25 received major emphasis from the Governor. T
If strategic and policy leadership is coming more from the Capitol, more money is not. The shift of monies from the Hope Scholarship to community college students, while far from a repudiation of the University, still represents an investment in the two year system and not UT. The Top 25 aspiration, currently defined largely as a Knoxville initiative, will require substantial financing to be achieved, but has received very little state support thus far. Finally, whatever the status of state revenues next year and thereafter, no one I spoke with believes there will be major hikes in state support anytime soon. And sooner rather than later, I was told, there will be legislative caps on tuition increases. All this leads one to believe that the fortunes of the University of Tennessee lie in its own hands for the foreseeable future.

Faced with these trends and realities, three major strategies present themselves: defer action until a crisis makes it inevitable; get smaller and hopefully better; engage in a major initiative to position the university at the center of the state’s agenda. The deferral option may eventually yield the energy to change ignited by a fiscal crisis. But just as likely, it would lead down a sorry path of across-the-board cuts and tuition hikes. Students wind up paying more for less. The second option, rightsizing, runs counter to Tennessee’s historic commitment to access. Syracuse University, for example, used this option to reduce enrollment by 2,000 students and rise in the national rankings. But Syracuse is a Private Institution without the Public Mandate Of A State Sponsored University.

The third option deserves careful attention. Many I listened to suggested aspects of a major strategic initiative, and some envisioned it as an integrated package. The idea as I understand it would be the Tengage To A Systematic, Comprehensive Initiative To reposition UT as one of the most important instruments for a brighter economic and educational future for Tennesseans. Such an effort would require seeking equally strong internal efficiencies and reallocations on the one hand, and public communications, advocacy and fundraising on the other. This choice would also afford the President of the University of Tennessee the opportunity to serve as the spokesperson for higher education in the state.

It would be a mistake to regard this effort solely as political advocacy or a public relations campaign, though both of these dimensions are important. What also needs to occur would be a fundamental review of the current business model, program array and staffing patterns. One purpose of this analysis would be to identify programs and services most important to Tennessee, those of lesser priority but worth sustaining, and those which should be reduced or eliminated. This review, reduction and reallocation process is the painful element in an overall change strategy. However, embracing it sooner will engender far less difficulty, allow adjustments to be made over time and ensure better decisions than waiting for the all but inevitable fiscal crisis.
Properly planned, communicated and supported by the Governor, Trustees, University T
leaders Twell Tas Tthe Trank Tand Ttitle, Tlegislators, Tbusiness Tleaders, Talumni, Tand T
community leaders statewide, a comprehensive effort to realign the University with the T
state’s most compelling needs and priorities could yield long term benefits. To be sure, T
the advocacy elements suggested here will be attractive to many, but the cuts and T
reallocations Twill Terouse TOpposition. TBut TThen Tworthwhile TChange Talways Tdoes. TIf T
successfully operationalized and communicated, however, this kind of initiative could T
strengthen the University and the state for years to come. T

Conclusion R

President TJoseph TDiPietro Tis Ta TRemarkable Tleader TWho Thas Tlearned Tthe TTrust Tand T
confidence of a wide spectrum of Tennesseans. He possesses the “right stuff” not only T
to manage this complex and very important university, but to lead it in positive new T
directions going forward. T

T

Respectfully submitted,

Terrence MacTaggart T

AGB Consultant T
Comprehensive Self-Assessment

Dr. Joe DiPietro

Comprehensive Self-Assessment

Objective Measures of Accomplishments: 11
Objective measures of accomplishments are attached for 18 parameters included in my July 1, 2015 11 goals for the Executive Officer Performance and Retention Plan. Halfway through the timeframe to 11 accomplish the goals, performance exceeds goal in three instances, trends toward goal in eight 11 instances, trends away from goal in two instances, and in five instances trends away from goal as a 11 result of tuition increases, increases in state appropriations for targeted program expansion, or one-11 time decline in degrees produced resulting from lower-than-normal offer of admission to yield ratios at 11 UTK. 11

11

System-wide & Planning
   Collaborative system-wide strategic planning process initiated immediately upon taking office on 1 Jan. 1, 2011. Developed around five major goals, plan included indicators established by 2010 CCTA. 1 Plan launched Summer 2012 and five goal areas govern priorities and performance metrics across 1 the statewide university. 1
   Development of unprecedented, system-wide database with common data definitions – to track 1 strategic plan metrics and provide decision support. 1
   In conjunction with development of strategic plan and metrics, metrics and other evaluation criteria 1 established for an executive retention and performance plan. This plan is effective July 1, 2012 1 through July 1, 2015. 1
   UT-Battelle management of Oak Ridge National Laboratory achieving unparalleled second contract 1 renewal without a re-compete, taking UT-Battelle management of the lab through 2020. 1
   Effectiveness and efficiency: 1
      3.8 percent cut in FTEs for five-year period from FY 2008 through FY 2013 in positions 1 funded with unrestricted E&G dollars. 1
      From 10,040 FTEs in 2008 down to 9,661 in 2013. 1
      Institutional support as a percentage of total expenditures fell from 6.7 percent in FY 2012 1 to 6.5 percent in FY 2013. (A range of 5-7 percent is common in higher education) w 1
      Gained legislative approval to create the UT Foundation. Goal to raise $200 million annually 1 by 2020 while decreasing institutional support. w

Executive Team & Leadership
   Permanent leaders in place at each campus and institute, and a single UT System staff VP position, 1 VP/Development and Alumni Affairs, is currently filled by an interim appointment. Conducted 1 searches for five vacant positions and converted two interim positions to permanent status within 1 our staff and/or campus/institute CEOs. 1
   Established previously non-existent, dedicated communication opportunities with and between all 1 chancellors: Monthly videoconferences; quarterly meetings face-to-face in Nashville. 1
   Established stability in President’s Office and sustained momentum absent previous 3-5 years. 1
   Systems established with ongoing optimization for strategic use of president’s time for appearances, 1 events and speaking engagements. 1
   Established highly effective working relationships and trust with campuses and their leaders. 1
   Established unprecedented rapport and working partnership with TBR chancellor and institutions. 1
   Some results: Joint Coursera pilot program, joint reverse-transfer agreement/program, and prior 1 learning assessment task force.

   1
Mission:

Educate
As a member of Gov. Haslam’s Higher Ed Working Group, a key partner in launch of MOOCs across UT System, seeking collaborative opportunities for UT, TBR systems; strategizing and planning for "Drive to 55." 1
STEM, system-wide since base year of 2010: 1
Majors enrollment: 37 percent growth 1
Undergraduate degrees produced: 26.2 percent growth 1
Continued, frequent national and regional recognition of campus and program excellence. 1

Discover
Research awards and sponsored programs increased from $384 million to $440 million – 14 percent 1
increase – base year to current FY. 1
UT Research Foundation revitalization: Following comprehensive analysis, stabilized organizational 1
structure, created business model and developed strategic plan. 1
Cherokee Farm: Completion of infrastructure, JIAM to complete 2015, creation of Cherokee Farm 1
Development Corporation, secured partner/tenant for building 2 with construction to begin in 2014. 1

Connect 1
Outreach continues to be strong with more than 5.2 million contacts annually, represented by: 1
3.2 million participants in continuing education or non-credit programs 1
927,000 customers or clients served – by Institute for Public Service and UT Institute of 1
Agriculture
1 million medical patients or veterinary medicine patients – by UT Health Science Center 1
and UT College of Veterinary Medicine 1

UT Advocacy – invigorated approach to engaging passionate, involved alumni in addressing 1
legislative issues. On multiple occasions, UT Advocates have been informed of issues and mobilized 1
to take concerns to elected officials. 1

Challenges Faced or Anticipated: 1
Funding – Fiscal Year 13-14 saw improvement in state appropriations, while other years were at 1
cost to continue levels. The outlook for public funding is both uncertain and not good. Achieving full 1
funding of the CCTA formula and appropriate levels of capital funding are a priority and of particular 1
concern. 1
Employee compensation: Market surveys show large gaps between some employee groups’ 1
compensation and market pay for those positions. Closing such gaps requires significant funding 1
commitments. 1
Government proposals with potential for large-scale enrollment or programmatic impacts – HOPE 1
Scholarship adjustments, Tennessee Promise, etc. 1
Ensuring traditional research-heavy units, such as UTHSC, reach research productivity potential. 1
Completing and refining development of outreach metrics database. 1
Foundation: Resolving budget and personnel matters, optimizing structure, selecting next leader, 1
planning for future fundraising and capital campaigns. 1
Legislative fallout over controversial matters involving guns on campus, student-organized and 1
funded events, admissions practices with respect to citizenship status, and so on.

1
**Opportunities Ahead and Long-Term Goals:**

11

Institutionalizing Highly Effective, System-Campus Leadership Roles 11

11

Having developed and adopted distinct mission statements for UT System Administration and for the 11 collective “UT System” as part of the 2011 strategic planning process, the result to date is a clearer 11 understanding by all concerned of institutional roles and responsibilities. Further reinforcing this 11 understanding and institutionalizing the approach to roles and responsibilities promises a greater 11 structural stability that can be sustained through transitions in leadership. 11

11

Executive-Level Succession Planning 11

11

The likelihood of senior leadership turnover in System and campus administrations within the next 5-8 11 years requires a focus on developing strong leaders from within the University. Following review and 11 analysis of existing efforts within higher ed and other administrative leadership structures, a program of 11 best practices will be established and implemented to recruit, develop and prepare future leaders. 11

11

Optimizing Cherokee Farm 11

11

In July 2005, U.S. Sen. Lamar Alexander and then-U.S. Sen. Bill Frist secured $20 million in federal 11 funding for a UT-ORNL Joint Institute for Advanced Materials. The Cherokee Farm site has since been 11 developed around the JIAM building as anchor to an ultimate 16-building innovation campus. In Summer 11 2014, an announcement and the beginning of construction are expected on building 2 and its tenant, 11 Barge Waggoner Sumner & Cannon. Cherokee Farm Innovation Campus development overall has been 11 at a reasonable pace, but the great potential for the campus and activity there to be a game-changer for 11 the University and the state require a focused effort to facilitate that full potential. 11

11

Resource Revenue Paradigm 11

11

The state will continue to struggle to provide sufficient funds to allow the University to achieve its goals. 11 While modest increases in tuition and fees will continue to be a model we will use to cover annualized 11 fixed increases in operating costs, increasing tuition and fees sufficiently to have needed revenue to 11 achieve many aspects of our strategic goals is not possible. 11

11

We will need to rely more heavily on the UT Foundation, the UT Research Foundation and new 11 entrepreneurial activities to generate necessary resources. 11

11

The UT Foundation is clearly in its infancy and has experienced significant growing pains in recent 11 months. As I continue in office, my intent is to continue to evaluate the Foundation’s form and function 11 to advance it for the long term. I will seek to identify steps and process necessary to mature the 11 Foundation toward less interdependence and greater self-sustainability. 11

1

In particular, both UTFI and continued improvement of outcomes of the Research Foundation remain 1 critical to this effort, as well as thinking outside the normal is needed to discover and secure other 1 revenue streams.
Executive Officer Performance and Retention Goals
With Progress Report for FY13
(For UT System as a Whole) 1

Goal 1: Enhancing Educational Excellence

Six-Year Freshman Graduation Rate

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<th>57%</th>
<th>54%</th>
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<td>48%</td>
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<td>FY2012</td>
<td>57.6%</td>
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Freshman Retention Rate

Total Degrees Awarded (Summer/Fall/Spring)

New UTK students in Fall 2009 declined by ~550 students.
Executive Officer Performance and Retention Goals
With Progress Report for FY13
(For UT System as a Whole) 1

Goal 2: Expanding Research Capacities

Research and Sponsored Projects Expenditures (in $millions)
Reported to THEC

<table>
<thead>
<tr>
<th>UT System1</th>
<th>UT System Less Stimulus Funds1</th>
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Decreases in research expenditures in FY13 were mostly attributable to withdrawal of the ARRA (stimulus) funds. 1

Research Expenditures Reported to NSF (in $millions)

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<th>UT System1</th>
<th>UT System Less Stimulus Funds1</th>
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Number of Research and Sponsored Program Proposals

| 21        |                               |
| 21        |                               |

| 1          |                               |
| 61         |                               |
## Executive Officer Performance and Retention Goals

**With Progress Report for FY13**
(For UT System as a Whole)

### Goal 2: Expanding Research Capacities

#### Number of Disclosures (Inventions)

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#### Revenue From Executed License Agreements (3-Yr Avg in $millions)

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The largest contributors to revenue decline have been a series of licensed patents that expired in 2011 and 2012. Also, a large licensee’s contract with the federal government was terminated and the licensee was therefore forced to terminate the agreement with UTRF. Over the past six to eight years, deal flow (executed licenses and options) within UTRF is at an all-time high. However, in many cases, deals take years to mature and generate significant revenue. This is an important, yet lagging, indicator of success and should be evaluated over long time horizons.
Executive Officer Performance and Retention Goals
With Progress Report for FY13
(For UT System as a Whole)

Goal 3: Fostering Outreach and Engagement

**Number of Participants in all Outreach and Engagement Activities**

21

Outreach programs were impacted by federal sequestration which led to cuts in budgets and in faculty/staff.

**Number of Patient Billings or Clients Served**

<table>
<thead>
<tr>
<th>UTHSC (Billings in $Thousands)</th>
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<tbody>
<tr>
<td>UTHSC (RVUs in $Thousands)</td>
<td>21</td>
</tr>
<tr>
<td>Vet Med (Clients)</td>
<td>1</td>
</tr>
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</table>

**Number of Alumni Who Donate**

| 21 |
| 21 |

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Executive Officer Performance and Retention Goals
With Progress Report for FY13
(For UT System as a Whole)

Goal 4: Ensuring Effectiveness and Efficiency

Fundraising Progress (in $millions)*

Variations in year-to-year progress are expected due to one-time major gifts and gifts in-kind.

Unrestricted E&G Expense per Student FTE (in 2012 $)

Campus expenditures increased 5.3-7.1% over FY12, while student FTE increases ranged from -1.5% to 1.6%; increases in state appropriations in FY13 ranged from 1.2% to 5.6.
Executive Officer Performance and Retention Goals

With Progress Report for FY13
(For UT System as a Whole)

Goal 4: Ensuring Effectiveness and Efficiency

Unrestricted E&G Expense per Degrees Awarded (in 2012 $)

Increase in expense per degree in FY13 mostly due to a drop in degrees awarded at UTK due to smaller entering class in 2009. System-wide, degrees were up 1.1%, expenditures up 5.3%, and state appropriations up 4.4.

Net Cost of Tuition and Fees

Average grants/scholarships were down 8.4% at UTC and 2% at UTM, while tuition/fees increased by 7.4% at UTC and 5% at UTM. At UTK, the average grant/scholarships increased by 2.7%, while tuition/fees increased by 5%.
Executive Officer Performance and Retention Goals
With Progress Report for FY13
(For UT System as a Whole)

Goal 4: Ensuring Effectiveness and Efficiency

Tuition and Mandatory Fees as a Percent of Gap Peer Average

UTK and UTC tuition and fees increased at a higher rate than peers in FY13.

E&G Expense Per Direct Service Contact (in 2012 $)

UTIA activities were impacted by federal sequestration which led to an 8% budget reduction and a similar reduction in faculty/staff.

Capital Maintenance Funded ($ in millions)
APPENDIX:

Presidential Goals and
Annual Self-Assessment

July 1, 2013-June 30, 2014
Executive Summary

Leadership Team: 1

- All campuses and institutes headed by permanent position holders, while one interim appointment exists, VP/Development and Alumni Affairs, on UT System staff. 1
- Dedicated communication opportunities with all chancellors continue: 1
- Participate in chancellors’ monthly videoconference 1
- Hold quarterly, face-to-face group meetings with chancellors in Nashville 1
- Am on campuses or visiting institute sites approximately twice-weekly, year round: 1
- Conducting business with administrators or faculty and staff leadership 1
- Gatherings of alumni / college advisory boards, commencement ceremonies, building or facility dedications, and athletic events 1

Campuses, Institutes and Partnerships: 1

- Highly successful management of Oak Ridge National Laboratory via 10-year UT-Battelle 1 partnership: DOE management contract renewal, again without a re-compete. UT-Battelle 1 contracted to manage ORNL through 2020. 1
- All 15 Tennessee Governor’s Chairs appointments (instituted under then-Gov. Phil Bredesen) filled. 1
- Formula units (Knoxville, Chattanooga, Martin) showed impressive gains in student progression and 1 completion as measured by CCTA funding formula. Performance gains at UT Martin led all UT and 1 TBR formula units. 1
- Cherokee Farm Innovation Campus: 1
  - Pending partner secured to occupy 75 percent of a second building, with announcement and 1 construction set to begin Summer 2014. 1
  - Joint Institute for Advanced Materials building to complete in Fall 2015, leaving 10-12 1 additional building sites available now depending upon possible System initiative to locate 1 on the Cherokee Farm Campus. 1
- UTHSC Middle Tennessee expansion:
  - First medical residents to be accepted in July in growing residency program from 17 to F more than 100 with four new training tracks in partnership with Saint Thomas Health. 1
  - Converting Nashville Clinical Education Center to a campus, enabling up to 40 of maximum F 175 pharmacy students to complete final three years of curriculum in Nashville, enhancing F students’ access to 60+ residencies and employment opportunities in Middle Tennessee. 1

Lumina Grant-funded, reverse transfer agreement program with TBR community colleges (Jan 2014). 1
- Launched Coursera online platform pilot program in partnership with TBR (June 2013). 1
- Joined Gov. Haslam in launching “Drive to 55” (September 2013). 1
- Developed and distributed response to President Obama higher education plan internally, to media, 1 and to community and business leaders (September 2013). 1
- Engaged TBR Chancellor Morgan, Gov. Haslam Special Advisor Randy Boyd to participate in BOT 1 Summer 2013 workshop focused on retention and graduation rate enhancements. 1
- Continue service as Board Chairman of UT-Battelle; board member of University Health Systems; 1 and member of Gov. Haslam’s Higher Education Working Group. 1
Funding and Costs: 1

- State appropriations +8.75 percent (fiscal 2014 over fiscal 2103) from previous year 1
- Private giving (gifts, payments, pledges, bequests) +0.1 percent from previous year 1
- Expenditures per degrees awarded +8.2 percent from previous year 1

Closing Market Gaps in Compensation: 1

<table>
<thead>
<tr>
<th></th>
<th>2011 Sibson Study 1</th>
<th>Gap Today (Oct 2013)</th>
</tr>
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<tr>
<td>UTK/UTSI 1</td>
<td>$83,326,000</td>
<td>$58,316,000</td>
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<tr>
<td>UTC</td>
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<td>8,918,200</td>
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<td>UT System Administration 1</td>
<td>4,270,000</td>
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<td>HSC 1</td>
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<td>52,338,000</td>
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<td>UTIA</td>
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<td>Martin 1</td>
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<td>IPS 1</td>
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<tr>
<td>Total 1</td>
<td>$186,100,000</td>
<td>$150,700,000</td>
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All above efforts are individually necessary and collectively support the UT System Administration 1 Strategic Plan. Summaries of Strategic Plan progress, proposed FY14-15 state appropriations and 1 presidential performance indicators follow.
Strategic Plan 1

Goal 1. Enhancing Educational Excellence

An inventory of existing distance education opportunities UT system-wide found: 1
   51 fully online academic programs
   16 graduate certificate programs 1
   Approximately 800 online courses 1
   Ample supply of good, available training for faculty to teach online 1

Online innovation funds have supported development and delivery of seven pilot courses on 1
massive open online course (MOOC) platforms in partnership with Coursera and edX. 1
   Fall 2013: 1
   Two sections of English 101 , Rhetoric and Composition I with Tutorial, were delivered 11
   via Coursera to 38 enrolled students at UT Chattanooga. 11
   One section of Music 11 , Masterpieces of Music, was delivered to 25 enrolled students 11
   at UT Martin. 11
   Spring 2014: 11
   One section of Mathematics 119, College Algebra (70 students) and one section of 11
   English 1020, Rhetoric and Composition II (32 students) are underway at Knoxville and 11
   Chattanooga, respectively.  11
   Fall 2014: 11
   Three courses will be delivered in partnership with edX courseware, one at each 11
   campus. 11
   Two of these courses will further test capabilities of these platforms in a distributed 11
   model (a UTC Arts Integration literacy course for teacher education students and 11
   teachers in local schools) and in a high-enrollment class (First Year Studies 100 will be 11
   delivered to more than 4,000 college freshmen). 11

1

1

15 1
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<tr>
<th></th>
<th>FY’14</th>
<th>FY’15</th>
<th>FY’16</th>
<th>FY’17</th>
<th>FY’18</th>
<th>FY’19</th>
<th>FY’20</th>
<th>FY’21</th>
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<td>1</td>
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<td>[-2.6%]</td>
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<tr>
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<td>[-4.1%]</td>
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**Iron Triangle—Quality, Access, Affordability**

**Quality: Outcomes**

- Six-Year Graduation rate: 1 1 1 1 [+0.2%] 11
- Undergraduate degrees awarded: 1 1 1 [+]1.5% 11
- Masters / Ed. Specialist degrees awarded: 1 [-0.4%] 11
- Doctoral degrees awarded: 1 1 1 [+6.2%] 11
- First-Prof. degrees awarded: 1 1 1 [-3.7%] 11

Of our three campuses’ undergraduate programs eligible for SACS accreditation, 100 percent are accredited. 1

**Access: Racial, ethnic and socioeconomic diversity**

- Minority undergraduates: 1 1 1 [+0.6%] 1
- Minority graduate students: 1 1 1 [+0.3%] 1
- Pell Grant eligibility: 1 1 1 [-0.1%] 1
- Minority tenure-track faculty: 1 1 1 [+0.4%] 1
- Minority staff: 1 1 1 [+0.2%] 1

**Affordability**

- Net cost of tuition (Tuition and fees minus avg. grant/scholarship): 1
  - Knoxville: 1 $9,092 tuition and fees 1
  - Net cost 1 $3,503 1
- Chattanooga: 1 $7,172 tuition and fees 1
  - Net cost 1 $1,763 1
- Martin: 1 $7,056 tuition and fees 1
  - Net cost 1 $1,782 1

- Level of undergraduate indebtedness: 1 $22,130 (system-wide average) 1
- National average indebtedness: 1 $29,400 1

(Source: Institute for College Access and Success) 1
Pell Grant recipients are higher than at most public institutions, nationwide, but growth has flattened and the trend stabilized over the past four years.
Goal 2. Expanding Research Capacities

1

Summary of System-wide research committee work in 2013

Committee kicked off May 2013: resulted in greater-yet-developing awareness of strengths, weaknesses, barriers and opportunities of each campus and institute, and further defining of fundamental constants each unit can use to help focus growth of overall UT research enterprise. 1

Information being used to help develop system-wide research plan. 1

1

UT research and sponsored programs expenditures

Systemwide, research expenditures increased 17 percent since FY09 (as reported to THEC) and increased 20 percent since FY09 (as reported to NSF). 1

Expenditures for System reported to THEC were $425.2 million, less stimulus funds, in FY13, up 1 from $413.4 million in FY12. Goal is $444.4 million in expenditures, less stimulus funds, by FY15. 1

Expenditures for System reported to NSF were $333.7 million, less stimulus funds, in FY13, up 1 from $324.4 million FY12. Goal is $348.82 million in expenditures, less stimulus funds, by FY15. 1

Research and sponsored program proposals reached 3,217 in FY13 from 3,106 in FY12. Goal is to 1 reach 3,292 by FY15. 1

1

UT-Oak Ridge National Laboratory Partnership

UT-Battelle management contract for ORNL extended again without a re-compete. 1

UT has been ORNL co-manager since 2000 and is now contracted through 2020. 1

Established in 2006 by then-Gov. Phil Bredesen, UT Governor’s Chairs program completed all 15 1 available appointments in early 2014. In FY12, Governor’s Chairs (when not yet complete) 1 brought more than $50 million external research awards to UT as either Principal Investigator 1 (PI) or Co-PI. 1

Joint UT-ORNL faculty have increased to more than 150—including 15 Governor’s Chairs, 27 1 joint faculty based at UT and 1 2 joint faculty based at ORNL. 1

1

UT Research Foundation

David Washburn named UTRF president in May 2013 after serving as vice president of UTRF’s 1 multi-disciplinary office in Knoxville. In January 2014, Washburn took a position at another 1 university. Executive Vice President David Millhorn has been elected UTRF President and Stacey 1 Patterson, assistant vice president and director of research partnerships, has been elected Vice 1 President for the Multi-disciplinary office in Knoxville and together assume duties of additional 1 roles. 1

UTRF completed comprehensive budget analysis. Significant commitments secured through 1 FY14 budgeting process with additional financial commitments to UTRF base budget through 1 2018. FY14 budget presented and approved by both UTRF Board and UT Board of Trustees in 1 June 2013. This allowed UTRF to add professional staff and support personnel to provide 1 required customer service to UT faculty inventors. 1

UTRF recorded all-time high of 145 invention disclosures and filed record 87 U.S. patent 1 applications for FY13. FY12 saw 144 invention disclosures and 49 U.S. patents filed. 1

UTRF executed 21 license agreements, down from 22 in FY12, and spun out four new startup 1 companies commercializing UT intellectual property in FY13. FY12 saw a record nine new 1 startups. 1

1

1
Cherokee Farm Innovation Campus 1
Construction on UT-ORNL Joint Institute for Advanced Materials continues, set to complete in 1 Fall 2015. 1
Cherokee Farm Development Corporation CEO Cliff Hawks has actively recruited and pursued 1 industry partners. 1
Tenant / developer announcement including construction of second on-site building anticipated 1 in 2014. 1

1
TN-SCORE 1
In 2010, UT-led consortium of university partners won a $24 million, five-year National Science 1 Foundation (NSF) grant. The winning proposal – TN-SCORE, Tennessee Solar Conversion and 1 Storage using Outreach, Research and Education – was based on renewable energy and 1 advancement of STEM research and education. To date, the program has yielded 1 invention 1 disclosures, 106 new research proposals, and more than $10 million in new, related funding. 1

1
West Tennessee Solar Farm 1
The 5+ megawatt solar array at West Tennessee Solar Farm was completed and began 1 generating power in 2012. This renewable energy asset being operated and maintained to 1 optimize power generations for years to come. 1 TDOT construction continues on information/welcome center at Solar Farm in Haywood County, 1 expected to complete late 2015. 1
Once complete, the Solar Farm information/welcome center will house SPECTRUM, a renewable 1 energy teaching exhibit now on display at Knoxville Center Mall. More than 16,000 visitors, 1 including school groups, have visited SPECTRUM since it opened in November 2012. 1

1
Information Technology 1
UT applied for and won $4.5 million NSF grant to fund a 100GB connection to Internet2, 1 becoming one of a handful of universities with this capability. 1 Significant improvements in research, alumni, finance and HR disaster recovery processes and 1 procedures. 1 Completed redesign/reprogramming of ANDI Giving Recognition Societies System. 1 BerryDunn IT Security Program Assessment from BOT Audit Committee. 1 Worked with Outreach and Engagement to architect a form for data-gathering on outreach 1 events. Built, deployed and trained Outreach and Engagement staff on use of form. 1 Led team to facilitate Phase 1 of assessment for Microsoft BI technology stack. 1 Architected, scheduled, led Phase 2 BI assessment including Microsoft Technology Center event 1 in Atlanta. 1
Worked with Institutional Research to develop and maintain THEC data dictionary in consistent, 1 maintainable format using Microsoft Data Quality Services. 1

1
Institutional Research 1
Established Institutional Research office, expanded staff. 1
Progressed toward work with campuses to create common data definitions/report structures. 1 UT System Strategic Plan dashboard showcases work being done by this office, with evidence 1 toward broader vision and refinement of data collection and reporting.

1
UT Research and Sponsored Program Expenditures

$250,001

$200,001

$199.54 1  $203.04 1  $202.51 1

$194.40 1  $201.07 1  $180.84 1

$150,001

$156.19 1  $152.44 1

$100,001

$50,001

$36.08 1  $39.72 1  $42.45 1  $43.23 1  $44.07 1

$-1


System-wide, research expenditures have increased 17% since 2008-09.

1
Goal 3. Fostering Outreach and Engagement

1
Statewide 1

FY13, UT’s operational economic impact statewide increased to more than $2.7 billion. 1
FY13, UT non-credit programs served more than 4 million participants statewide. 1
System-wide, non-credit programs delivered has increased 33 percent since FY1. 1

1 Principal conduits for UT outreach: 1

1 Institute for Public Service 1

IPS contributed more than $600 million to Tennessee’s economy in FY13 as local 1
governments and industry increased revenue, won contracts or cut operating costs. IPS 1
training and consultation helped employers to create or retain more than 8,000 1
Tennessee jobs. 1

UT’s Center for Industrial Services celebrates its 50th anniversary in 2014. The Center’s 1
“Made in Tennessee” website is a service to highlight and promote Tennessee 1
manufacturers and their products. 1

In the past 15 years, UT’s Law Enforcement Innovation Center has trained more than 30,000 1
law enforcement officers, criminal justice practitioners, public safety workers, public school 1
personnel and community members. 1

In partnership with UT Martin, the Law Enforcement Innovation Center will host a National 1
Forensic Academic Collegiate program of hands-on training for 25 criminal justice students 1
for three weeks in Summer 2014. 1

1 UT Extension 1

Present in all 95 Tennessee counties. Using research, questionnaires, observations and sales 1
records, Extension’s estimated economic impact was $484 million in FY12. Estimates are 1
that for every $1 of public funds invested in Extension, $9.88 was returned to Tennesseans 1
in increased revenue, increased savings and one-time capital purchases. 1
Tennessee 4H one of nation’s largest, more than 237,000 participants. 1

1 UT Health Science Center 1

Campuses in Memphis, Chattanooga and Knoxville, and more than 100 clinical and 1
educational sites serving tens of thousands of patients statewide every year. 1
Leading educator of Tennessee’s health care workforce. Over its 100 years, UTHSC has 1
educated and trained more than 56,000 health care professionals in academic settings and 1
health care facilities. 1

Statewide, more than 1,200 residents and fellows receive training in 85 programs in 1
Chattanooga, Jackson, Knoxville, Memphis and Nashville. Fifteen teaching hospitals and 1
clinical facilities in Tennessee have formal affiliations with UTHSC. 1
Several of UTHSC’s core teaching hospitals have been recognized by U.S. News & World w 1
Report as among the nation’s best, including Le Bonheur Children’s Hospital in Memphis, 1
ranked among the top 25 children’s hospitals in the U.S. USNWR also ranks Methodist 1
University Hospital in Memphis and UT Medical Center in Knoxville among the nation’s 1
best. UTHSC physicians are the overwhelming majority of medical staff at all three facilities. 1
UTHSC College of Dentistry clinics provide more than 52,000 patient visits a year to support 1
oral health care in their communities.
Goal 4. Ensuring Effectiveness and Efficiency

Cost containment and fiscal policy

3.8 percent cut in FTEs for five-year period from FY 2008 through FY 2013 in positions funded with unrestricted E&G dollars.*
From 10,040 FTEs in 2008 down to 9,661 in 2013.
Institutional support as a percentage of total expenditures fell from 6.7 percent in FY 2012 to 6.5 percent in FY 2013. (A range of 5-7 percent is common in higher education)

*Unrestricted E&G funds are derived from state appropriations, tuition and fees.
Long-term capital budgeting, 3-5 years out, being done to align with strategic plan needs.
Capital outlay and capital maintenance processes reprogrammed to provide or request more timely, detailed information to satisfy multiple external reporting demands, and to minimize number of requests to campuses and institutes.
Fiscal policies are undergoing continual, long-term review for necessity or redundancy.
Ad hoc task force reviewing and reforming fiscal policies – vetting process will engage all Chief Business Officers, which in standing, quarterly meetings reviews process improvement requests, successes, and best practices in efficiencies and effectiveness.

Philanthropic support

A healthy philanthropic giving rate is an excellent indicator of alumni engagement. Private support of UT remains a key theme for communication with alumni, donors and friends.
Since FY09, alumni contributions system-wide have increased 24 percent.

UT Foundation

Appointed Lofton Stuart interim UT Foundation president, evaluating roles of UTFI leadership in wake of 2013 departures of both UTFI president and chief operating officer.
Conducting evaluative review of UT Foundation’s form, function and budget status.
Working toward developing and engaging Advisory Committee.
Successfully navigated General Assembly Sunset Review Audit with no findings for UTFI.
## Capital Outlay

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<td>$22.1</td>
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Self-funded and State Appropriations
Goal 5. Advocating for UT

Federal Strategy and Engagement

- First statewide UT research tour to identify the University’s key existing and aspirational federally funded research opportunities. 1
- Continually identified and engaged federal agencies and contacts to explore opportunities or advance UT interests. Conducted numerous meetings aimed at identifying future UT opportunities and partnerships. 1
- Reviewing an assessment and short-range plan for Federal Relations Strategy. 1
- Conducted first UT Visibility Day in Washington, DC with an agency and administration focus on partnerships wherein chancellors and institute heads were incorporated. Met with key Obama Administration and departmental personnel, hosted reception with guests from Capitol Hill, 1 federal agencies, and association sectors. 1
- Coordinated a joint DC Day with Vanderbilt University aimed at holding science and research funding harmless during sequestration. 1
- Hosted dinner in Knoxville for UT System leaders, UT Knoxville chancellor, and Governor’s Chairs 1 with Dr. John Holdren (assistant to the President for Science and Technology and director, White House Office of Science and Technology Policy) and Rick Siger (chief of staff, White House Office of Science and Technology Policy). 1
- Conducted meetings for UT System and campus input on Higher Education Act Reauthorization 1 with the U.S. Senate Health, Education, Labor, and Pensions Committee staff. 1

Legislative Relations and Advocacy

- Facilitated numerous opportunities to showcase faculty expertise within state and federal government meetings or legislative hearings. 1
- Conducted a series of pre-session regional legislative meetings. 1
- Number of UT Advocacy participants at grassroots level continues increasing dramatically, and 1 work continues to identify individuals with key relationships in government. 1
- UT was only higher education entity to present on Legislative Advocacy Programs at annual 1 American Association of State Colleges and Universities (AASCU) Government Relations 1 Conference. Presented on “Using Social Media to Impact Legislative Outcomes.” 1
- Expanded and diversified programming of annual events such as UT Advocacy Council Meeting 1 and UT Day on the Hill. 1
- Established monthly out-of-session Government Relations and Advocacy report for President’s 1 staff, Chancellors, and Institute heads. 1
- Weekly update during legislative session for broad staff and Advocacy network. 1
- Managed numerous strategic issues ongoing in and out of session, including student activity 1 fees, sunset review legislation, undocumented student admissions, state appropriations, UT 1 trustee confirmation, and so on. 1
Communications and Marketing

Separation and restructuring of previously joined public and government relations units complete 1 early 2013. 1

Dr. Tonjanita Johnson, a 20-year veteran of communications, marketing and higher education 1 administration, was selected VP/Communications and Marketing in April, assumed the role in June. 1

Measurable progress toward Strategic Plan Goal 5 – through increased communications and media 1 support for the System President – was made by the office in 2013 over calendar 2012: 1

- Presidential speaking engagements – maintaining strategic focus: 48% increase. 1
- Press releases originating from System Media Relations: 56% increase. 1
- Traditional media mentions for UT by 54% and quotations in traditional media and president-1 authored material by 50%. 1

[above represents expanded internal/external communication on broad range of issues] w

Additional: 1

- Reinvigorating relationships with internal client base and statewide communication colleagues 1 at all UT campuses and institutes. 1
- Establishing mechanisms to enhance Department’s strategic planning through spring and fall 1 planning retreats and workshops. 1
- Re-established statewide communicators meeting to facilitate idea-sharing, professional 1 development and increased collaboration among all UT communications and marketing leaders. 1
- Laying foundation for re-engaging System-wide Communications & Marketing Advisory 1 Committee. 1
- Exploring alternatives to keep group meaningfully engaged in large-scale planning for multi-year 1 system-wide marketing campaign – a major focus for 2014 1

Other positive 2013 trends to be further advanced in 2014: 1

- Social media outreach and engagement, electronic media enhancements and improvements to 1 the Tennessee Alumnus. 1
- Increases in President’s social media following and message reach. 1
- More aggressive use of multimedia options for communications and marketing activity—as 1 already reflected on System website. 1
- Alumnus magazine recognition for creativity and value as a System marketing and 1 communications tool.
Higher Ed Budget / State Appropriations: 1

Held harmless from 2.4 percent appropriations cuts made to other state-funded entities—a cut that would have reduced UT funding by approximately $1.3 million. 1

Operating Funds – Recurring 1

Recurring funding of $5.7 million has been recommended to recognize improvement in the outcomes-based formula and educational outcomes and productivity at UT. Measures of these outcomes include number of degrees awarded, student retention and progression points, research and service efforts, and graduation rates. 1 (THEC recommended $29 million for this purpose) 1

Recurring funding of $5.4 million is recommended to partially fund a 1.0 percent salary increase for UT employees. The state funding recommended is based on the higher education funding formula, meaning that the three formula campuses would be responsible for funding a portion (approximately 45 percent equal to a 1 percent fee increase) of the cost of the 1.0 percent salary increase. 1

Premiums for the health insurance program are expected to increase in CY 2015. Recurring funding of $5.1 million is provided to partially fund the employer share of this increase. 1

Operating Funds – Non-Recurring 1

Non-recurring state funding of $3 million for the UT Health Science Center to fund pediatric physician scientists to match funds provided by St. Jude (year 2 of 5). 1

Capital Outlay 1

None for UT 1

Capital Maintenance 1

Funding of $39.4 million is recommended for UT. This recommendation captures the System’s first nine capital maintenance projects, plus $800,000 for ADA. 1

Budget Document and Related Materials 1

Links to online versions of the Budget Document and related materials: 1

Pages A140: Capital Budget recommendations. Recommendations for UT are on page A-140 and 1 A-151 – capital maintenance only A-143 self-funded projects. 1

Pages B83-B6: Recommended improvements for UT. 1

Pages B1 – B1 8: Recommended budgets for UT. 1
Presidential Goals
for the fiscal year ahead:
July 1, 2014 to June 30, 2015

Continued implementation of UT System Strategic Plan and progress toward specific goals as referenced in Indicators of Presidential Performance on following pages.

Implementation strategies: [http://president.tennessee.edu/strategicplan/plan.html#viii](http://president.tennessee.edu/strategicplan/plan.html#viii)
### Indicators of Presidential Performance

**ATTACHMENT A**

#### Goal I: Enhancing Educational Excellence

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<td>Retention and Graduation</td>
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<td>Student/Faculty Ratio</td>
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<td># of Tenure/Tenure Track Faculty</td>
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<td>% of Faculty on Tenure Track</td>
<td>50.3%</td>
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<td>50.8%</td>
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<td>% of FT Faculty with Tenure or on Tenure Track</td>
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<td>64.4%</td>
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<td>64.3%</td>
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<tr>
<td>% Minority Tenure-Track Faculty</td>
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<td>14.4%</td>
<td>15.6%</td>
<td>16.6%</td>
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<td>17.0%</td>
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<tr>
<td>% Non-Tenure Track Faculty are Full-Time</td>
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3/18/2014
## Indicators of Presidential Performance

### ATTACHMENT A

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<th>FY12</th>
<th>FY13</th>
<th>Change FY12 to FY13</th>
<th>% Change</th>
<th>Trend</th>
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<td><strong>Goal 2: Expanding Research Capabilities</strong></td>
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<td>Research &amp; Sp. Program Expend (SM) * TIEC Report</td>
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<td>Total Research Expend (SM) NSF</td>
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<td>Research &amp; Sponsored Program Proposals</td>
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<td>Research &amp; Sponsored Program Awards</td>
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<td>Research &amp; Sp. Program Award Dollars (SM)</td>
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<td><strong>Economic Development</strong></td>
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Shading: Green=indicator moving in right direction; Red=indicator moving in wrong direction

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3/18/2014
### Indicators of Presidential Performance

#### Objective 4: Financial Effectiveness and Efficiency

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<td>State Appropriation per Student FTE (2013 $)</td>
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<td>$7,805</td>
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<td>Aid, Payment by Hospitals/Farm Pract Groups (SM)</td>
<td>$2,425</td>
<td>$2,325</td>
<td>$4,903</td>
<td>$16,527</td>
<td>$15,919</td>
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<td><strong>Total Unrestricted F &amp; G State Appropriation (SM)</strong></td>
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<td>$17,192</td>
<td>$73,554</td>
<td>$81,376</td>
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<td><strong>Expenditures per Degrees Awarded (2013 $)</strong></td>
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<td>$76,960</td>
<td>$72,686</td>
<td>$496,390</td>
<td>$575,995</td>
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<td>Capital Assets (SM)</td>
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<td>$2,612,602</td>
<td>$3,125,000</td>
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<td>$1,350,000</td>
<td>$1,400,000</td>
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*Shading: Green indicator moving in right direction; Red indicator moving in wrong direction. Change trend color code: <5% = lightest shade; >5% -10% = medium shade; >10% = darkest shade.*
### Indicators of Presidential Performance

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<tr>
<th>ATTACHMENT A</th>
<th>UT System Total:</th>
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<tr>
<td></td>
<td>Base Year</td>
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<td></td>
<td>Fall 10</td>
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<tr>
<td><strong>Goal 4 (Continued): Ensuring Effectiveness and Efficiency</strong></td>
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<td>Human Resources</td>
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</tr>
<tr>
<td>Staff Employees: Number of Staff</td>
<td>30,337</td>
</tr>
<tr>
<td>Staff Employees: % Minority</td>
<td>17.60%</td>
</tr>
<tr>
<td>Recruitment: New Hire Permanent Faculty</td>
<td>262</td>
</tr>
<tr>
<td>Recruitment: New Hire Permanent Staff</td>
<td>762</td>
</tr>
<tr>
<td>Turnover Rate of Permanent Faculty</td>
<td>7.1%</td>
</tr>
<tr>
<td>Turnover Rate of Permanent Staff</td>
<td>11.7%</td>
</tr>
<tr>
<td>Salaries (% below market): Faculty Compensation</td>
<td>-8.2%</td>
</tr>
<tr>
<td>% Minority - Total Staff</td>
<td>17.8%</td>
</tr>
<tr>
<td>Affordability</td>
<td></td>
</tr>
<tr>
<td>Tuition &amp; Fees as % of Peer Group Average</td>
<td>76.8%</td>
</tr>
<tr>
<td>Net Cost of Tuition and Mandatory Fees</td>
<td>$1,407</td>
</tr>
<tr>
<td>Net Cost of Attendance</td>
<td>$14,063</td>
</tr>
<tr>
<td>Level of UG Student Indebtedness</td>
<td>$15,564</td>
</tr>
<tr>
<td>% of Undergraduates Receiving Pell Grants</td>
<td>16.7%</td>
</tr>
</tbody>
</table>

Shading: Green=indicator moving in right direction; Red=indicator moving in wrong direction
Change trend color code: <5%=lightest shade; 5%<10%=medium shade; >10%=darkest shade

3/18/2014
### Indicators of Presidential Performance

**ATTACHMENT A**

<table>
<thead>
<tr>
<th>Goal A: Advocating for the University of Tennessee System</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Change FY12 to FY13</th>
<th>Change from Base Yr</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Media Relations</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Public Speaking Engagements</td>
<td>42</td>
<td>62</td>
<td></td>
<td>47.6%</td>
<td></td>
</tr>
<tr>
<td>Number of Press Releases</td>
<td>45</td>
<td>70</td>
<td></td>
<td>55.6%</td>
<td></td>
</tr>
<tr>
<td>Number of Traditional Media Mentions</td>
<td>80</td>
<td>120</td>
<td></td>
<td>50.0%</td>
<td></td>
</tr>
<tr>
<td>Number of Quotations</td>
<td>No data available prior to FY12</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Government Relations</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-Session Contacts with Elected Officials</td>
<td>143</td>
<td>128</td>
<td></td>
<td>-11.5%</td>
<td></td>
</tr>
<tr>
<td>Representation in National Policy Circles</td>
<td>21</td>
<td>31</td>
<td></td>
<td>47.6%</td>
<td></td>
</tr>
<tr>
<td><strong>Advocacy</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Counties with UT Advocacy Participation</td>
<td>35</td>
<td>82</td>
<td></td>
<td>134.3%</td>
<td></td>
</tr>
<tr>
<td>UT Advocacy Program Participants</td>
<td>40</td>
<td>1052</td>
<td></td>
<td>2530.0%</td>
<td></td>
</tr>
<tr>
<td>Number of UT Advocacy Events and Presentations</td>
<td>13</td>
<td>29</td>
<td></td>
<td>122.1%</td>
<td></td>
</tr>
<tr>
<td>Number of Meetings with Key UT Constituents</td>
<td>307</td>
<td>332</td>
<td></td>
<td>8.3%</td>
<td></td>
</tr>
</tbody>
</table>

### Complete College Tennessee Act (CCTA)

<table>
<thead>
<tr>
<th>Goal B: Complete College Tennessee Act</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Change FY12 to FY13</th>
<th>Change from Base Yr</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Accumulating 24 credit hours</td>
<td>Data prior to FY11: not comparable</td>
<td>7,058</td>
<td>6,246</td>
<td>6,615</td>
<td></td>
</tr>
<tr>
<td>Student Accumulating 41 credit hours</td>
<td>7,058</td>
<td>6,326</td>
<td>6,615</td>
<td>5.0%</td>
<td>-6.3%</td>
</tr>
<tr>
<td>Student Accumulating 72 credit hours</td>
<td>7,046</td>
<td>7,046</td>
<td>7,026</td>
<td>-0.8%</td>
<td>-10.5%</td>
</tr>
<tr>
<td>Undergraduates Transferring Out</td>
<td>1,958</td>
<td>1,966</td>
<td>1,432</td>
<td>3.3%</td>
<td>-10.5%</td>
</tr>
<tr>
<td>Six-Year Graduation Rate</td>
<td>53.1%</td>
<td>50.6%</td>
<td>55.5%</td>
<td>56.3%</td>
<td>56.5%</td>
</tr>
<tr>
<td>Bachelor Degrees Awarded (midpoint)</td>
<td>6,781</td>
<td>6,547</td>
<td>7,016</td>
<td>7,499</td>
<td>7,675</td>
</tr>
<tr>
<td>Master's/Ed Spec. Degrees Awarded</td>
<td>2,129</td>
<td>2,149</td>
<td>2,078</td>
<td>2,205</td>
<td>2,375</td>
</tr>
<tr>
<td>PhD and Law Degree Awarded</td>
<td>448</td>
<td>452</td>
<td>431</td>
<td>515</td>
<td>547</td>
</tr>
<tr>
<td>Bachelor's Degrees per 100 FTE</td>
<td>18.1</td>
<td>18.4</td>
<td>19.0</td>
<td>20.4</td>
<td>20.7</td>
</tr>
<tr>
<td>UT Research Expenditures (SM)</td>
<td>$147,795</td>
<td>$165,213</td>
<td>$163,832</td>
<td>$166,789</td>
<td>1.8%</td>
</tr>
</tbody>
</table>

**Shading:** Green—Indicator moving in right direction; Red—Indicator moving in wrong direction.

**Change trend color code:** &lt;5%—Lightest Shade; &gt;5%—10% Medium Shade; &gt;10%—Darkest Shade

3/18/2014
The University of Tennessee
Board of Trustees

Resolution in Honor of Victoria S. Steinberg
October 3, 2014

WHEREAS, Dr. Victoria S. Steinberg earned a bachelor of arts in French language and W literature from Kenyon College and a master of arts in French literature, cinema and W literary criticism at The Ohio State University; and

WHEREAS, she earned a doctor of philosophy in modern French literature and cinema at W The Ohio State University; and

WHEREAS, Dr. Steinberg began her career in education as a teaching trainee in Nantes, W France, in a French high school and graduate school, before becoming a teaching W apprentice at Kenyon College; and

WHEREAS, Dr. Steinberg also taught French at The Ohio State University, Georgia W Southern University, and the University of Helsinki; and

WHEREAS, she began teaching at The University of Tennessee at Chattanooga in 1996 W as an assistant professor, became an associate professor in 2008, and has won several W awards for teaching and advising, including being named Outstanding Professor twice by W the Student Government Association; and

WHEREAS, Dr. Steinberg is a founding member of the Franco-American Chamber of W Commerce of Chattanooga and has won several grants to aid in her teaching; and

WHEREAS, she was president of the UTC faculty senate from 2010 to 2012 and has W served on numerous campus and community committees and boards; and

WHEREAS, Dr. Steinberg was appointed to the Board of Trustees by Governor Bill W Haslam in 2012 as a faculty representative and has served with distinction, holding W membership on the Academic Affairs and Student Success Committee and the Research, W Outreach, and Economic Development Committee; W

NOW THEREFORE BE IT RESOLVED that The University of Tennessee Board of W Trustees, meeting in Knoxville, Tennessee, on October 3, 2014, commends Dr. Victoria W S. Steinberg for her distinguished service to the Board and the University.
The University of Tennessee
Board of Trustees

Resolution in Honor of Monice Moore Hagler
October 3, 2014

WHEREAS, Monice Moore Hagler earned a Bachelor of Science from The University of W Tennessee at Martin in 1975 and a Master of Science in Social Work Administration at the UT W Health Science Center in 1978; and

WHEREAS, she earned a Doctor of Jurisprudence degree from the University of Memphis in W 1982; and

WHEREAS, Ms. Hagler served as an attorney for the City of Memphis for twelve years W providing legal counsel to the Mayor, City Council, and various city departments; and

WHEREAS, she is the founder and a member of the law firm of Hagler Bruce & Turner, PLLC, W in Memphis, concentrating her practice in the areas of wills, elder care, real estate, and W commercial transactions; and

WHEREAS, Ms. Hagler has provided legal assistance in the redevelopment of several major W mixed-finance, mixed-use developments such as Uptown Memphis, University Place, Legends W Park, and McKinley Park; and

WHEREAS, she provided counsel on development of the first major Tax Increment Financing W District in Memphis and served as the Shelby County liaison to the NBA Arena Coordinating W Committee during construction of the FedEx Forum; and

WHEREAS, Ms. Hagler has served on numerous law-related boards including as past president W of the Ben F. Jones Chapter of the National Bar Association and a member of the Tennessee W Supreme Court Commission on the Future of Courts, and was designated a Memphis Bar Fellow W and Tennessee Bar Fellow; and

WHEREAS, she has served on several civic boards as well as The University of Tennessee W Women’s Council and received an Outstanding Young Alumni Award; and

WHEREAS, she was appointed to the Board of Trustees by Governor Phil Bredesen in 2008 and W served with distinction on the Academic Affairs and Student Success, Advancement and Public W Affairs, Health Affairs, and Research, Outreach, and Economic Development Committees; and

NOW THEREFORE BE IT RESOLVED that The University of Tennessee Board of Trustees, W meeting in Knoxville, Tennessee, on October 3, 2014, congratulates Monice Moore Hagler for W her distinguished service to the Board and the University.
The University of Tennessee
Board of Trustees

Resolution in Honor of Betty Ann Tanner
October 3, 2014

WHEREAS, Betty Ann Tanner graduated from The University of Tennessee, Knoxville, W in 1968, earning a Bachelor of Science degree in interior design and housing; and

WHEREAS, she is president of Betty Ann Tanner Accessories and is an interior W decorator with clients in the greater Washington, D.C. area, Maryland, Tennessee and W Florida; and

WHEREAS, while her husband, John Tanner, served as a member of the U.S. House of W Representatives from 1989 to 2011, she became involved with many non-profit W organizations in Washington, D.C., including Ford’s Theatre Society, Women Against W Alzheimer’s, The Congressional Club and International Neighbors Club; and

WHEREAS, she served for six years as a trustee of Meridian International Center, W chairing its annual ball, as well as leading other large events including the March of W Dimes Gala, Prevent Cancer Gala, N Street Village Dinner and First Lady’s Luncheon; W and

WHEREAS, Mrs. Tanner was instrumental in the establishment of the Discovery Park of W America in Union City and currently serves on its board; and

WHEREAS, she has been a staunch supporter of all UT campuses, including The W University of Tennessee at Martin, near her home in Union City, and serves on the Board W of Directors of the Ned McWherter Institute for Collaboration and Innovation at UT W Martin; and

WHEREAS, she was appointed to the Board of Trustees by Governor Phil Bredesen in W 2008 and served with distinction on the Academic Affairs and Student Success, Research, W Outreach, and Economic Development, Finance and Administration, and Trusteeship W committees; andW

NOW THEREFORE BE IT RESOLVED that The University of Tennessee Board of W Trustees, meeting in Knoxville, Tennessee, on October 3, 2014, congratulates Betty Ann W Tanner for her distinguished service to the Board and the University.
The University of Tennessee
Board of Trustees

Resolution in Honor of Karl A. Schledwitz
October 3, 2014

WHEREAS, Karl A. Schledwitz graduated in 1974 from The University of Tennessee, W
Knoxville, where he served as Student Body President; and

WHEREAS, he earned a Doctor of Jurisprudence degree in 1977 from the University of W
Memphis; and

WHEREAS, he was managing partner of the law firm of Schledwitz, Crow and Beliles W
from 1979 to 1990, during which time he began focusing on real estate development and W
raising private equity for start-up companies; and

WHEREAS, he is the founding chairman of the Southland Companies, a leading real W
estate development company emphasizing downtown Memphis; and

WHEREAS, he founded three companies that were recognized in the Inc. 500 Fastest W
Growing Private Companies in America list, a feat unmatched in the history of the list; W
and

WHEREAS, he founded and serves as chairman and CEO of Monogram Foods, which W
has been on the list for five consecutive years, and is one of the fastest growing W
companies in Shelby County; and

WHEREAS, he was named CEO of the Year in 2012 by Memphis Business Quarterly W
and Ernst & Young’s 2014 Entrepreneur of the Year for the Southeast Region; and

WHEREAS, he was appointed to the Board of Trustees in 2005 by Governor PhilW
Bredesen and reappointed by Governor Bredesen in 2008 and served with distinction on W
the Academic Affairs and Student Success, Research, Outreach, and Economic W
Development, Foundations Study, and Advancement and Public Affairs Committees; W

NOW THEREFORE BE IT RESOLVED that The University of Tennessee Board of W
Trustees, meeting in Knoxville, Tennessee, on October 3, 2014, congratulates Karl A. W
Schledwitz for his distinguished service to the Board and the University.
The University of Tennessee
Board of Trustees

Resolution in Honor of Don C. Stansberry, Jr.
October 3, 2014

WHEREAS, Don C. Stansberry, Jr., first enrolled at The University of Tennessee in 1957; and

WHEREAS, he earned Bachelor of Arts and Doctor of Jurisprudence degrees in 1962; and

WHEREAS, Mr. Stansberry practiced law for 33 years in the Knoxville firm of Baker, Worthington, Crossley, Stansberry and Woolf and its successor, Baker, Donelson, W Bearman, Caldwell and Berkowitz, with primary areas of practice in products liability, W banking litigation, environmental litigation, and commercial litigation; and

WHEREAS, he was inducted as a Fellow in the American College of Trial Lawyers in 1989; and

WHEREAS, upon retiring from the practice of law, Mr. Stansberry became an executive of Rollins Jamaica, Ltd., and serves as a director and officer of that company and its subsidiaries; and

WHEREAS, he has served as president of the Scott County Bar Association and a member of several corporate and civic boards, including the Rural Telephone Bank upon appointment by President Reagan, and serves on the board of directors of the Howard H. W Baker Center for Public Policy; and

WHEREAS, Mr. Stansberry has been a tireless promoter of Scott County and its economic development efforts and was instrumental in the creation of the Big South Fork W Visitors Center near Huntsville; and

WHEREAS, he was appointed to the Board of Trustees in 2002 by Governor Don W Sundquist and reappointed in 2008 by Governor Phil Bredesen and served with distinction on every committee of the board at some point during his twelve years as a W Trustee; and

WHEREAS, Mr. Stansberry, was elected twice by his fellow Trustees as vice chair of the W board, from 2004 to 2006 and again from 2011 to 2013; andW

NOW THEREFORE BE IT RESOLVED that The University of Tennessee Board of W Trustees, meeting in Knoxville, Tennessee, on October 3, 2014, congratulates Don C. W Stansberry for his distinguished service to the Board and the University.
HE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

ACTION ITEM

DATE: October 3, 2014
COMMITTEE: Full Board
CAMPUS/UNIT: UT Knoxville
ITEM: UT Knoxville Naming
RECOMMENDATION: Approval
PRESENTED BY: Jimmy G. Cheek, Chancellor, UT Knoxville

Chancellor Cheek is announcing a gift by the Haslam family of $50 million for the UT T
Knoxville College of Business Administration. In recognition of this transformational gift and of Jim Haslam’s lifetime of exemplary leadership, consistent adherence to strong core values, selfless service, and passion for excellence, Chancellor Cheek has recommended to President DiPietro that the UT T
Knoxville TCollege Tof TBusiness TAdministration be named The TJames TA. THaslam II TCollege Tof TBusiness” (see the following letter from Chancellor Cheek to President DiPietro). T

President DiPietro strongly concurs in the recommendation and requests the Board’s T

MOTION:M

That the Board Approve Naming the UT T
Knoxville T College Mbusiness MAdministration the “James A. Haslam II College of Business” in recognition of the Haslam family’s Transformational Gift of $50 million for the College and in recognition of Jim Haslam’s lifetime of exemplary leadership, consistent adherence to strong core values, selfless service, and passion for excellence.
October 3, 2014

President Joseph A. DiPietro
University of Tennessee System
800 Andy Holt Tower
Knoxville, TN 37996-0180

Dear President DiPietro:

In accordance with the Board of Trustee’s Policy on Naming Facilities and Other Assets, the University of Tennessee, Knoxville seeks the approval to name the College of Business Administration after one of our most distinguished and generous alumni, James A. Haslam II. This historic development comes during the college’s yearlong celebration of its 100-year anniversary.

Jim Haslam attended the University of Tennessee, Knoxville and was a student in the College of Business Administration. He also was a starting tackle for the football team and a part of the 1951 national championship team. In 1952, he was elected captain during his senior year and helped lead the team to an appearance in the Cotton Bowl.

After graduating from the university, he was commissioned as a second lieutenant in the US Army Corps of Engineers, serving as Company Commander on behalf of the Engineering Combat Company in Korea from 1954-55.

In 1958, Jim founded Pilot Corporation as a family-owned business with one gas station. Since that time, the company has grown to become the nation’s largest operator of travel centers and the largest seller of over-the-road diesel fuel. Pilot Flying J now owns and operates a network of more than 650 travel centers and plazas in 43 states and six Canadian provinces.

Over the years, Jim has served the university in numerous capacities and epitomizes what it means to be a Tennessee Volunteer. He was former vice chair of the UT Board of Trustees, a founding member of the UT Foundation Board of Directors, Campaign Co-Chair for the Campaign for Tennessee, and lifetime member of the College of Business Administration Dean’s Advisory Council. In 2009, Jim was named a Distinguished Alumnus of the University of Tennessee, Knoxville.

He, Natalie, and their entire family have set the standard for philanthropic support at the university by giving generously for decades to the Athletics Department, the College of Arts & Sciences, the College of Business Administration, the Howard H. Baker Center for Public

Big Orange. Big Ideas.
Policy, and the Haslam Scholars Program. Their support over the years can be seen and felt all over campus, particularly in the countless opportunities and experiences created for our students.

Today, we are announcing a transformational investment of $50 million by the three generations of Haslam family members for the College of Business Administration. The family members who contributed to this gift include: Natalie and Jim Haslam, Dee and Jimmy Haslam, Ann and Steve Bailey, Crissy and Bill Haslam, in addition to five grandchildren and spouses, Whitney and J.W. Johnson, Cynthia and David Arnholt, Hannah and Will Haslam, Annie and David Colquitt, and Leigh and Matt Avery. This philanthropic investment will be used to advance college priorities, which include the following: recruiting and retaining top faculty, increasing research, enhancing economic development, as well as supporting student achievement through scholarships and other program enhancements. It also helps fuel the university’s goal of becoming a Top 25 public research university.

In recognition of not only this gift, but also of a lifetime of exemplary leadership, consistent adherence to strong core values, selfless service, and passion for excellence, we request approval from the Board of Trustees to name the College of Business Administration the James A. Haslam II College of Business. I cannot think of a more fitting way to honor Jim’s legacy and dedication than for the college to be named after him.

If you have any questions, please feel free to contact me.

Sincerely,

Jimmy G. Cheek
Chancellor

Approved: Joseph A. DiPietro
President, University of Tennessee System
THE UNIVERSITY OF TENNESSEE PP
BOARD OF TRUSTEES PP

MINUTES OF THE ANNUAL MEETING PP
June 19, 2014 PP
Knoxville, Tennessee PP

The Annual Meeting of The University of Tennessee Board of Trustees was held at 1:00P
p.m. EDT, on Thursday, June 19, 2014, in Hollingsworth Auditorium on the campus of the P
Institute of Agriculture in Knoxville, Tennessee. P

. I CALL TO ORDER AND INVOCATION

Trustee J. Brian Ferguson, Vice Chair of the Board, called the meeting to order. Reverend P Todd Tarbett, campus minister at the Christian Student Center, offered the invocation. P

. I ROLL CALL

Secretary Catherine S. Mizell called the roll, and the following members were present: P

J. Brian Ferguson, Vice Chair P
Charles C. Anderson, Jr. P
George E. Cates P
Joseph A. DiPietro P
Spruell Driver, Jr. P
Robert J. Duncan P
John N. Foy P
D. Crawford Gallimore P
David A. Golden P
Vicky B. Gregg P
Monice Moore Hagler P
Julius T. Johnson P
Raja J. Jubran P
Brad A. Lampley P
Bonnie E. Lynch P
James L. Murphy, III P
Sharon Miller Pryse P
Karl A. Schledwitz P
Don C. Stansberry, Jr. P
Betty Ann Tanner P
Charles E. Wharton P
Tommy G. Whittaker P
Thaddeus A. Wilson
The Secretary announced the presence of a quorum. Governor Haslam, Commissioner P Huffman, and Dr. Rhoda F were unable Ro attend the meeting. Members of the P administrative staff and media Representatives were present. The meeting was also a webcast for the convenience of the University community, the general public, and the P media.

I. INTRODUCTIONS

Vice Chair Ferguson introduced new non-voting Student Trustee R. J. Duncan and non-P voting Faculty Trustee David Golden, and presented each with a lapel pin. The Vice Chair P informed the Board Trustee Don Stansberry’s term is expiring and that because of P redistricting, he is not eligible for reappointment. He applauded Trustee Stansberry for his P twelve years of service, including two separate terms as Vice Chair, and personally thanked him for providing wise counsel and insight. Trustee Stansberry said it had been an honor and privilege to serve UT, and he commended the system and campus P administrations and other Trustees for their support. The Vice Chair noted that the Board P would honor Trustee Stansberry formally with a Resolution at the Fall Meeting.

IV. I ADOPTION OF AN HONORARY RESOLUTION

The Vice Chair recognized Trustee Lynch, who presented the Resolution honoring Shalin P Shah for his service as a Student Trustee (Exhibit 1). Trustee Lynch moved adoption of the P Resolution, the motion was seconded, and the Resolution was adopted unanimously. P Trustee Lynch presented Mr. Shah with a copy of the Resolution and a framed photograph P of the Board of Trustees.

In accepting the Resolution, Mr. Shah said his service as Student Trustee was a learning P experience beyond his expectations. He encouraged the Trustees to ask the difficult P questions on behalf of students, parents, and all Tennessee taxpayers and to keep the P administration accountable. In closing, he thanked the Chancellor’s staff in Chattanooga P and the Board staff for assistance with logistics throughout his term.

V. I TRUSTEES’ LIFETIME ACHIEVEMENT AWARDS

Vice Chair Ferguson announced that former Vice Chair of the Board and Trustee Emerita Andrea J. Loughry championed creation of the Trustees’ Lifetime Achievement Award in P 2010 and had recently nominated an eminently qualified individual to receive the award. P The nomination is strongly endorsed by President DiPietro and the Vice Chair. He then announced that a Resolution has been prepared conferring the Trustees’ Lifetime P Achievement Award on President Emeritus Dr. Joseph E. Johnson, for more than 50 years P of exceptional service to the University (Exhibit 2).
The Secretary read the Resolution, and a brief video paying tribute to Dr. Johnson was shown.

Trustee Ferguson moved that the Resolution be adopted conferring the Trustees’ Lifetime P Achievement Award on Dr. Joseph E. Johnson in recognition of his extraordinary service to the University for more than 50 years. Trustee Stansberry seconded the motion, and it carried unanimously. Dr. Johnson thanked the Trustees for the honor and commended the Trustees and the leadership team for the progress the University is making.

VI.1 PRESIDENT’S REPORT

Focusing on state funding for higher education, the President reported that for the coming fiscal year, the state has funded only $5.7 million of the $14.3 million in CCTA performance funding formula. The University had also requested $8.5 million for the non-formula units and an additional $2.5 million for student advising; neither request was funded. The P budget includes no funding for capital outlay projects but does include $39.5 million for capital maintenance. No salary adjustments were funded.

President DiPietro then highlighted data regarding tuition and fees compared to state appropriations as a percent of total unrestricted E&G revenues. In 2001, 53% of unrestricted E&G revenues came from the state, and 25% from tuition and fees. Over time, the cost has shifted from a state-appropriated public model to more of a private-pay model. Currently, 49% of unrestricted E&G revenues come from students and families (tuition and fees), and 39% from the state. For perspective, if inflation were three percent over the next decade and student tuition increases were held at three percent with no change in state appropriations, the Martin campus would be at a $10 million deficit. The number would be larger at other campuses.

Dr. DiPietro committed to reversing this trend by taking a look at alternative sources of revenue and reviewing the business model, but he believes funding for higher education and K-12 must be a higher investment priority for the State of Tennessee. This would be right for the future of Tennessee as well as for the University. He committed to becoming the spokesperson for advancing education across the state and asked the Trustees to make a stand with him for higher education.

Trustee Stansberry inquired whether the model of schools such as Virginia and North Carolina, which have less state support than Tennessee, has been examined. The President stated that these schools have larger and more mature foundations as well as different fee structures. He reiterated the importance of the UT Foundation’s for the long term benefit of the University.

Trustee Jubran thanked the President for his willingness to speak up for public higher education. Both as a citizen and a Trustee, he supports the vision of reversing the trend.
Trustee Murphy concurred and cautioned that the University must be prepared to present P alternatives for funding. He expressed the need for the public to understand that P education must either be funded by taxes or privately funded. Trustee Murphy also P pointed out the need for reductions if alternative funding is not identified. Dr. DiPietro P agreed and said each campus administration has begun looking at the productivity and P cost effectiveness of all programs and services. Trustee Pryse added that legislators need to P understand that it takes both an educated workforce and economic development to achieve P long-term solutions for the state. P

Trustee Driver asked the President to comment on how the UT system might be impacted P by Tennessee Promise. P Dr. DiPietro said he and the Chancellors do not think Tennessee Promise will negatively impact enrollment at UT campuses, and he expects that upper P division students enrolling in the future will have a positive impact. P

The President closed by reminding the Trustees that although the current budget is P adverse, the University has record research, enrollment, discoveries, and outreach. Vice P Chair Ferguson commended Dr. DiPietro for choosing to change the course sooner rather P than later. P

VI. IFY 2015 OPERATING IBUDGET, ISTUDENT ITUITION IAND IFEES, IANP I COMPENSATION GUIDELINES

Treasurer and CFO Butch Peccolo presented a summary (Exhibit 3) of the FY 2015 P proposed budget, student tuition and fees, and compensation guidelines (Exhibit 4), P including total current funds, unrestricted education and general (E&G) funds, and tuition P and fee recommendations. P

Dr. DiPietro called the Trustees’ attention to the recommended student tuition and fee P increases and proposed uses of the new revenues. Trustee Murphy asked why UTs P increasing both in-state and out-of-state tuition, and the other campuses are increasing only P in-state. CFO Peccolo responded that each campus made a market-specific decision. P Trustee Wharton asked what the tuition increase would have been if the CCTA formula P had been fully funded. CFO Peccolo said it was projected at three percent. P

Trustee Jubran moved that the Resolution on the FY 2015 Operating Budget, Student P Tuition and Fees, and Compensation Guidelines (Exhibit 5) be adopted. Trustee Pryse P seconded, and the motion carried unanimously.
VI. ACTION ITEMS FROM EXECUTIVE AND COMPENSATION COMMITTEE

Committee Chair Ferguson reported that the following items had been presented and discussed in the Committee meeting the previous day, with most Trustees in attendance, and that the Committee had recommended each item for approval.

A. Performance Goals and Retention Amount for Chancellor Angle under the Performance and Retention Plan for Executive Officers

Vice Chair Ferguson explained that Chancellor Steve Angle would become eligible to participate in the Performance and Retention Plan as of July 1, 2014, and that this recommendation is consistent with that previously approved for the other P Chancellors.

Trustee Murphy moved that the President’s recommendation of performance goals and a retention amount for Chancellor Steve Angle under the Performance and Retention Plan for executive officers (Exhibit 6) be approved. The motion was seconded and carried unanimously.

B. President’s Four-Year Comprehensive Performance Review of Chancellor Schwab

Trustee Pryse moved that the President’s Four-Year Comprehensive Performance Review of Chancellor Schwab (Exhibit 7) be approved. Trustee Hagler seconded, and the motion carried unanimously.

C. Election and Compensation of University Officers

By adoption of the Resolution, the Board re-elects the existing elected University Officers with no change in compensation.

Trustee Murphy moved that the Resolution on Election and Compensation of University Officers be adopted (Exhibit 8). Trustee Wharton seconded, and the motion carried unanimously.

D. 2015 Dates for Regular Board Meetings and a Workshop

Trustee Stansberry moved that the proposed 2015 dates for regular board meetings and a workshop be approved (Exhibit 9). The motion was seconded and carried unanimously.
X. I ACTION ITEMS FROM TRUSTEESHIP COMMITTEE

Committee Chair Murphy reported the following items, which were considered and recommended for approval by the Trusteeship Committee at its meeting on May 13, 2014.

A.1 Authorization for the Vice Chair to Make Committee and Committee Chair Appointments

Committee Chair Murphy moved that the Vice Chair be authorized to make any necessary committee and committee chair appointments after Trustee appointment or reappointments have been made, subject to review by the Trusteeship Committee at a subsequent meeting and further subject to ratification by the Board at the Fall Meeting on October 3, 2014 (Exhibit 10). The motion was seconded and carried unanimously.

B.1 Reappointment of IUT Members to the University Health System Board of Directors

Committee Chair Murphy moved that the appointments of Dr. Joseph E. Johnson and Mr. Michael Strickland to the Board of Directors of University Health System, Inc., for a three-year term beginning July 1, 2014, and ending June 30, 2017 (Exhibit P 11) be approved. The motion was seconded and carried unanimously.

X.I ACTION ITEMS FROM FINANCE AND ADMINISTRATION COMMITTEE

Committee Chair Charles Anderson reported that the following items had been presented and discussed in the Committee meeting the previous day, with most Trustees in attendance, and that the Committee had recommended each item for approval.

A.1 Policy on a Student Programs and Services Fee

President DiPietro explained that the proposed policy responds to Senate Joint Resolution 626 from the recent session of the General Assembly. In consideration of the discussion in the Committee meeting, the previous day, President recommended that the policy be adopted subject to a four-year sunset review. President recommended that the policy be adopted subject to a four-year sunset review (Exhibit P12). P IT Trustee Dr. Bran Seconded the motion. P IT Trustee P Schledwitz applauded Dr. DiPietro’s willingness and ability to deal with the issue.
Student Trustee Duncan expressed support for the amendment. The motion carried unanimously.

**B. ITUAPA Rule on Towing Fine Increase, UT Knoxville**

CFO Peccolo explained that the towing fine increase will allow UT Knoxville to recover the actual cost of towing vehicles. Committee Chair Anderson moved that the amended Chapter 1720-04-5[b]f the Rules of The University of Tennessee be adopted to increase the towing fine at UT Knoxville from $42 to $60, with a $5.00 per day storage fee (Exhibit 13). Trustee Pryse seconded, the Secretary called the roll, and the motion carried unanimously.

**C. ITUAPA Rule on Use of University Property**

Committee Chair Anderson reminded the Board that this Rule was voted on during the February meeting, but the Attorney General has recommended several revisions to clarify the intent of the Rule.

Committee Chair Anderson moved that the Board of Trustees adopt the proposed Chapter 1720-1-2 of the Rules of The University of Tennessee, titled “Use of University Property,” (Exhibit 14) to supersede the current Chapter 1720-1-2, titled “Access to University Property.” The motion was seconded by Trustee Foy, the Secretary called the roll, and the motion carried unanimously.

**D. ITUAPA Rule on Use of University Property by Non-Affiliated Persons for Free Expression Activities**

Committee Chair Anderson noted that this Rule also was voted on in February, but the Attorney General has recommended revisions to clarify the intent and to avoid the possibility of a legal challenge to the Rule.

Committee Chair Anderson moved that the Board of Trustees adopt the proposed Chapter 1720-01-12 of the Rules of The University of Tennessee, titled “Use of University Property by Non-Affiliated Persons for Free Expression Activities,” (Exhibit 15) to supersede the “Speaker Policy” adopted by the Board of Trustees on June 19, 1969. The motion was seconded by Trustee Pryse, the Secretary called the roll, and the motion carried unanimously.

**XI. II REPORT OF THE AUDIT COMMITTEE (including the 2014 Financial Review of I UTC, UTK, and UTM Athletics Departments)**

**Athletics Financials and Agreed-Upon Procedures**

Audit Committee Chair Gallimore stated that each year the Division of State Audit...
provided agreed upon procedures to comply with NCAA bylaws. At the May 8, P 2014 meeting, Committee members reviewed the report dated December 9, 2013 P (Exhibit 16). Trustee Gallimore pointed out that the work is not a financial statement P audit, and no opinion is issued. Instead, it is a series of procedures to meet the P requirements of NCAA, and the auditors did not note any deficiencies. P The P Committee also heard reports that revenue was up at each campus’ athletic P department.

Audit and Consulting Services Update
Trustee Gallimore confirmed that Audit and Consulting Services is fully staffed and P has implemented a plan for continuing professional education. He reported that P Leigh Cheek of Institutional Compliance is serving on the East Tennessee Institute P of Compliance Auditors Board of Governors, and Sandy Jansen was selected to P serve as the National President of the Association for College and University P Auditors. P

XI. I CONSENT AGENDA

The Vice Chair directed the Board’s attention to the Consent Agenda and called for any P requests to remove items. Hearing none, the Vice Chair called for a motion to approve the P Consent Agenda, consisting of the following items:

A. Minutes of the Last Meeting

B. Resolution Appointing a Managerial Group for U.S. Government Contracts (Exhibit 17)

C. Ratification of 2013-2014 Quasi-Endowments (Exhibit 18)

D. FY 2015 Distribution of UC Foundation Unrestricted Endowment Funds (Exhibit 19)

E. UTHSC Regional Tuition Rate Program for the College of Pharmacy in Memphis (Exhibit 20)

F. Extension of UTC Regional Tuition Rate Program for Undergraduates, FY 2014-15 (Exhibit 21)

G. Extension of UTC Regional Tuition Rate Program for Graduate Students, FY 2014-15 (Exhibit 22)

H. Disclosure of Additional Revenue/Institutionally Funded Capital Projects for FY 2015 (Exhibit 23)

I. Alley Transfers from the City of Knoxville (UTK) (Exhibit 24)
K. President Emeritus Agreement with Dr. Joseph E. Johnson (Exhibit 26)P
L.PThe University of Tennessee Diversity Statement (Exhibit 27)P
M.IUT Knoxville Faculty Handbook Revisions (Exhibit 28)P
N.IRevision of Academic Affairs and Student Success Committee Charter (Exhibit 29)P
O.PTenure Recommendations (Exhibit 30)P
P.P2014 Comprehensive Listing of Academic Programs (Exhibit 31)P
Q.PAuthorization to Confer Degrees (Exhibit 32)P
R.PNaming of the Volleyball Practice Facility at UT Knoxville (Exhibit 33)P
S.PNaming of Chi Omega Sorority House at UT Martin (Exhibit 34)P

Trustee Murphy moved approval of the Consent Agenda, Trustee Anderson seconded, and the motion carried unanimously.P

XI.I ANNOUNCEMENTSI

The Vice Chair announced future meetings and the Board and various committees thanked the staff for coordinating logistics.P

XI.I ADJOURNMENTI

With no further business to come before the Board, the meeting was adjourned.P

Respectfully Submitted,P

Catherine S. Mizell, SecretaryP

Page 9, Fall MeetingP
Board of TrusteesP
June 19, 2014P
THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

ACTION ITEM

DATE: October 2, 2014

COMMITTEE: Trusteeship

ITEM: Ratification of Vice Chair’s Appointments to Standing Committees and the UT Martin Athletics Board

RECOMMENDATION: Approval

PRESENTED BY: Catherine S. Mizell, Secretary

At the annual meeting on June 11, 2014, the Board authorized the Vice Chair to make any necessary changes in committee and committee chair appointments before the next Board meeting, subject to ratification by the Board on the recommendation of the Trusteeship Committee. Under the Bylaws, appointments to the three athletics boards are to be made in the same manner as appointments to the standing committees.

Governor Haslam announced four new Trustee appointments after the annual meeting in June: Shannon A. Brown, Shelby County; William E. Evans, Shelby County; Rhedona T. Rose, Fourth Congressional District; and Julia T. Wells, Eighth Congressional District. The Vice Chair has appointed each of these new Trustees to two standing committees, as highlighted on the following list, and has appointed Trustee Wells as a member of the UT Martin Athletics Board. The Vice Chair also appointed Trustee Spruell Driver to fill a vacancy on the Trusteeship Committee.

MOTION:

That the Vice Chair’s appointments to standing committees and the UT Martin Athletics Board be approved.
THE UNIVERSITY OF TENNESSEE T
BOARD OF TRUSTEES

Standing Committee Appointments
Athletics Board Appointments

2013-2015

EXECUTIVE AND COMPENSATION COMMITTEE
Principal Staff Liaison:  Catherine S. Mizell, General Counsel and Secretary

Charles C. Anderson, Chair of Finance and Administration/Chair of Health Affairs
George E. Cates, Chair of Research, Outreach, and Economic Development
D. Crawford Gallimore, Chair of Audit P
Vicky B. Gregg, Chair of Academic Affairs and Student Success P
James L. Murphy, III, Chair of Trusteeship P
Charles E. Wharton, Chair of Advancement and Public Affairs

Ex Officio: E
J. Brian Ferguson, Vice Chair of the Board (Committee Chair) P
Joseph A. DiPietro, President of the University (non-voting) P

ACADEMIC AFFAIRS AND STUDENT SUCCESS COMMITTEE
Principal Staff Liaison:  Katherine N. High, Vice President for Academic Affairs and Student P Success

Vicky B. Gregg, Chair P
John N. Foy P
Brad A. Lampley P
Rhedona Rose P
Julia T. Wells P

Ex Officio: E
Vice Chair of the Board P
President of the University (non-voting) P
Commissioner of Agriculture P
Commissioner of Education P
Executive Director of THEC (non-voting) P

Ex Officio: Now voting Faculty and Student E Representatives: E
Faculty Senate President UTCP
SGA President UTCP
Graduate Student Association President UTCP
Faculty Senate President UTHSCP
SGAEC President UTHSCP
SGAEC Vice President UTHSCP
Faculty Senate President UTKP
SGA President UTKP
Graduate Student Senate President UTKP
Faculty Senate President UTMP
SGA President UTMP
SGA President UTSI
ADVANCEMENT AND PUBLIC AFFAIRS COMMITTEE
Principal Staff Liaisons: Anthony C. Haynes, Vice President for Government Relations; P
Tonjanita L. Johnson, Vice President for Communications and Marketing; and Lofton K. Stuart, P
Interim Vice President for Development and Alumni Affairs

Charles E. Wharton, ChairP
Shannon BrownP
Brad A. LamleyP
Sharon J. Miller PryseP
Julia T. Wells

Ex Officio: E
Vice Chair of Board
President of the University (non-voting)P

AUDIT COMMITTEE
Principal Staff Liaison: Sandy S. Jansen, Executive Director, Audit and Consulting Services

D. Crawford Gallimore, ChairP
Spruell Driver, Jr.P
Waymon Hickman, External MemberP
Tommy G. Whittaker

Ex Officio: E
Vice Chair of the Board P

FINANCE AND ADMINISTRATION COMMITTEE
Principal Staff Liaison: Charles M. Peccolo, Treasurer and Chief Financial OfficerP

Charles C. Anderson, ChairPP
William E. Evans
John N. FoyPP
Raja J. JubranPP
Sharon J. Miller PryseP

Ex Officio:E
Vice Chair of the Board
President of the University (non-voting)
HEALTH AFFAIRS COMMITTEE
Principal Staff Liaisons: Steve J. Schwab, Chancellor, UTHSC; Charles M. Peccolo, Treasurer and Chief Financial Officer

Ex Officio:
Charles C. Anderson, Chair of Finance and Administration/Chair of Health Affairs
D. Crawford Gallimore, Chair of Audit
J. Brian Ferguson, Vice Chair of the Board
James L. Murphy, III, Chair of Trusteeship
Joseph A. DiPietro, President (non-voting)
David E. Millhorn, Executive Vice President (non-voting)

Shelby County or Ninth District Member: E
George E. Cates

At Large Member: E
Vicky B. Gregg

RESEARCH, OUTREACH, AND ECONOMIC DEVELOPMENT COMMITTEE
Principal Staff Liaison: David E. Millhorn, Executive Vice President and Vice President for P Research and Economic Development

George E. Cates, Chair
Shannon A. Brown
William E. Evans
Raja J. Jubran
Rhedona Rose

Ex Officio:
Vice Chair of the Board
President of the University (non-voting)
Commissioner of Agriculture
Commissioner of Education
Executive Director of THEC (non-voting)

Voting Faculty Trustee
Voting Student Trustee
Non-voting Faculty Trustee
Non-voting Student Trustee

Professional Staff Non-voting Representatives:
David Stern, UT Health Science Center
Margaret Norris, Institute for Public Service
Tim Cross, Institute of Agriculture
TRUSTEESHIP COMMITTEE
Principal Staff Liaison: Catherine S. Mizell, General Counsel and Secretary

James L. Murphy, III, Chair
Spruell Driver, Jr.
Tommy G. Whittaker

Ex Officio:
Vice Chair of the Board
President of the University (non-voting)

UT CHAT ANOOGA ATHLETICS BOARDT

John N. Foy
Vicky B. Gregg

UT KNOXVILLE ATHLETICS BOARDT

James L. Murphy, III
Sharon J. Miller Pryse

UT MARTIN ATHLETICS BOARDT

D. Crawford Gallimore
Julia T. Wells
THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

ACTION ITEM

DATE: TT October 2, 2014

COMMITEE: TT Research, Outreach, and Economic Development

CAMPUS/UNIT: TT All T

ITEM: TT Resolution on Integrity in Research

RECOMMENDATION: TT Approval

PRESENTED BY: TT Stacey S. Patterson, Assistant Vice President for Research and T
Director of Research Partnerships

By accepting federal funding of research, the University is subject to federal regulations that require the University to foster a research environment designed to prevent research misconduct. Because the University brings together students, faculty, postdoctoral researchers, visiting faculty, and collaborators from all vastly different educational backgrounds, research communities, and academic cultures, the need to create a culture of integrity in research is particularly compelling. 

Federal regulations also require the University to have written policies and procedures to respond promptly and thoroughly to allegations of research misconduct. The Board approved a policy and procedures for responding to allegations of research misconduct in 1990 and amended it in 2005. Since then, federal regulators have amplified and interpreted the regulations to require increasingly specific and detailed procedures.

Given the increasing complexity of federal regulatory standards, and the importance of the University’s compliance with those standards to ensure continued eligibility for federal research funding, the University administration recommends the adoption of the following Resolution on Integrity in Research by which the Board:

1. Affirms the University’s commitment to integrity in research and to fostering a research environment that promotes the responsible conduct of research, that discourages research misconduct, and ideals that promote the resolution of allegations of research misconduct; and
2. T directs the administration to take practical steps to comply with the obligation to T foster a research environment that promotes the responsible conduct of research T and discourages research misconduct; and T

3. T directs TThe Tadministration TTho Ttreview TThand TThrivise TTho TUniversity’s Tresearch Tmisconduct policy and procedures as necessary to ensure ongoing compliance T with applicable federal regulations; and T

4. Tdelegates to the President the authority to approve the University’s research T misconduct policy and procedures after the campus faculty senates, or their T delegates, and other relevant stakeholders have had an opportunity to review T and comment; and T

5. Trepeals the University’s current policy and procedures on research misconduct T effective T as Tof TTho Tdate Testablished Tin TTho Tresearch Tmisconduct Tpolicy Tand T procedures approved by the President.
Resolution on Integrity in Research

Adopted by The University of Tennessee Board of Trustees

October 3, 2014

WHEREAS, public confidence in the integrity of research conducted at The W University of Tennessee is critical to fulfilling the University’s mission to W discover and disseminate knowledge; and

WHEREAS, effective self-enforcement of integrity in research is essential to W maintaining that public confidence; and

WHEREAS, acceptance of research funding from external entities carries W with it the responsibility to monitor use of the funds and foster integrity in W the research; and

WHEREAS, federal regulations require the University, as a recipient of W federal funding for research, to foster W a research W environment that W promotes W the W responsible W conduct W of W research, W discourages W research W misconduct, and deals promptly with allegations of research misconduct; W and

HEREAS, those federal regulations W also W require the University to W maintain written policies and procedures that comply with detailed W requirements for responding to allegations of research misconduct; and

WHEREAS, the University’s current policy on research misconduct was W adopted by the Board in 1990 and amended in 2005, but the governing W federal regulations have since been amplified and interpreted by federal W regulators to require increasingly specific and detailed procedures; and

WHEREAS, to facilitate compliance with federal regulations and a prompt W response to changes in regulatory requirements and interpretations, the W Board W of W The W University’s W research misconduct policy and procedures should be W the W responsibility of the administration.
NOW THEREFORE BE IT RESOLVED that the Board of Trustees:

1. Wfirm the University’s commitment to integrity in research and to W fostering a research environment that promotes the responsible W conduct of research, discourages research misconduct, and deals W promptly with allegations of research misconduct; and W

2. Wdirects the administration to take practical steps to comply with the W obligation to Wfoster a Wresearch Wenvironment that Wpromotes the W responsible Wconduct Wof Wresearch Wand Wdiscourages Wresearch Wmisconduct; and W

3. Wdirects the administration to review and revise the University’s W research misconduct policy and procedures as necessary to ensure W ongoing compliance with applicable federal regulations; and W

4. Wdelegates to the President the authority to approve the University’s W research misconduct policy and procedures after the campus faculty W senates, or their delegates, and other relevant stakeholders have had W an opportunity to review and comment; and W

5. Wrepeals the University’s current policy and procedures on research W misconduct effective as of the date established in the research W misconduct policy and procedures approved by the President.
HE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

ACTION ITEM

DATE: T October 2, 2014 T
COMMITTEE: Finance and Administration T
CAMPUS/UNIT: UTHSCT
ITEM: 234 East Street Acquisition and Master Plan Amendment
RECOMMENDATION: T Approval T
PRESENTED BY: T Charles M. Peccolo, Treasurer and Chief Financial Officer

The University of Tennessee Health Science Center seeks approval to acquire 0.50 +/- acres of land and building improvements located at 234 East Street in Memphis, Tennessee (see the following map).

The property fronts East Street on the eastern side of Eastmoreland Avenue and is adjacent to the southern edge of the UTHSCT campus. It is an improved warehouse/distribution building containing approximately 16,300 +/- square feet that was constructed in 1954. The property is being acquired for the control and future use of the land base as anticipated in the UTHSCT Master Plan currently in progress.

The University administration requests approval to acquire the property located at 234 East Street in Memphis, Tennessee at a purchase price equal to or less than the appraised value. The administration also seeks approval to amend the Health Science Center’s Master Plan to include this property. Upon approval by the Board, the administration will seek all necessary state government approvals.

MOTION:

(1) That acquisition of 234 East Street in Memphis, Tennessee be approved at a purchase price equal to or less than the appraised value; and

(2) That the UTHSCT Master Plan be amended to include the property located at 234 East Street in Memphis, Tennessee.
THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

ACTION ITEM

DATE: October 2, 2014

COMMITTEE: Finance and Administration

CAMPUS/UNIT: UT Knoxville

ITEM: Gulf & Ohio Railways Property Acquisition

RECOMMENDATION: Approval

PRESENTED BY: Charles M. Peccolo, Treasurer and Chief Financial Officer

The University of Tennessee, Knoxville proposes to acquire up to 0.42 +/- acres of property owned by the Gulf & Ohio Railways along the western boundary of the property located at 2000 Sutherland Avenue, Knoxville, Tennessee. The property is adjacent to the Support Services Complex and is being acquired for the control and future use of the land base.

The University administration requests approval to acquire the property described above at a purchase price equal to or less than the appraised value. Upon approval by the Board, the administration will seek all necessary state government approvals.

MOTION:

That acquisition of the property located along the western boundary of 2000 G Sutherland Avenue in Knoxville, Tennessee be approved at a purchase price equal to or less than the appraised value.
THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

ACTION ITEM TT

DATE: T  October 2, 2014 T

COMMIT EE: T  Finance and Administration T

CAMPUSS/UNIT: T  UT Knoxville T

ITEM:  2035 Sutherland Avenue Acquisition and Master Plan 2 Amendment2

RECOMMENDATION: T  Approval T

PRESENTED BY: T  Charles M. Peccolo, Treasurer and Chief Financial Officer

The University of Tennessee; Knoxville seeks approval to acquire approximately 1.97 +/- T acres located at 2035 Sutherland Avenue in Knoxville, Tennessee (see the following map).

The property fronts Sutherland Avenue just west of Alcoa Highway and is located across T the street from the Support Services Complex. It is currently used for outdoor storage. The property is being acquired for the control and future use of the land base.

The University administration requests approval to acquire the property located at 2035 T Sutherland Avenue in Knoxville, Tennessee at a purchase price equal to or less than the T appraised value. The administration also seeks approval to amend the UT Knoxville T Master Plan to include this property. Upon approval by the Board, the administration will T seek all necessary state government approvals.

MOTION: 2

(1) That acquisition 2 of 2035 2 Sutherland 2 Avenue 2 in 2 Knoxville, 2 Tennessee 2 be 2 approved at a purchase price equal to or less than the appraised value; and 2

(2) That the UT Knoxville Master Plan be amended to include the property located 2 at 2035 Sutherland Avenue in Knoxville, Tennessee.
THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

ACTION ITEM

DATE: TT October 2, 2014 T
COMMITEE: TT Finance and Administration T
CAMPUS/UNIT: TT UT Knoxville T
ITEM: TT KUB Underground Electric Line Easement for Volleyball Practice Facility U

RECOMMENDATION: TT Approval T
PRESENTED BY: TT Charles M. Peccolo, Treasurer and Chief Financial Officer T

Knoxville Utilities Board has an existing overhead power line that serves facilities adjacent to the new Volleyball Practice Facility at UT Knoxville. A new underground electric line is proposed for this facility in the same area as the overhead line.

The irregularly shaped, permanent utility easement contains approximately 4,013 +/- T square feet or 0.09 +/- T acres and authorizes KUB to enter upon, construct, operate, repair and maintain utilities within the defined area. The University reserves the right to relocate the easement in the future at its expense.

The line will provide Telectric service to TUniversity Tproperty, Tand Tno T further T consideration is sought. UUpon approval by the Board, the administration will seek all T required state government approvals.

MOTION: U

That a permanent utility easement for an underground electric line be granted to the U Knoxville Utilities Board as described in the meeting materials.
THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

ACTION ITEM

DATE: T October 2, 2014 T

COMMITTEE T Finance and Administration T

CAMPUS/UNIT: T UT Knoxville T

ITEM: KUB Gas Line Easement

RECOMMENDATION: T Approval T

PRESENTED BY: T Charles M. Peccolo, Treasurer and Chief Financial Officer T

Knoxville Utilities Board (KUB) is constructing a new gas distribution main to serve the University of Tennessee, Knoxville and facilitate conversion of the University’s coal-T fired steam plant to a natural gas based facility. The conversion is mandated by the T EPA and will reduce the University’s carbon footprint and be pivotal in becoming a T leader in sustainable and clean energy. This easement will cover the final phase of this T project.

KUB has identified a preferred and alternate route for the gas main from Neyland Drive T at Third Creek to the University’s steam plant. When the design is completed, the final T route T will T become T a T permanent joint utility easement and up to approximately 3.9 +/- acres will be necessary T for a temporary construction easement.

The irregularly shaped easements will authorize KUB to enter upon, construct, operate, repair and maintain utilities within the defined area. The University reserves the right T to relocate the easements in the future at its expense.

The line will provide gas service to University property, and no further consideration is T sought. Upon approval by the Board, the administration T will seek all required state T government approvals.

MOTION: K

That a permanent access and utility easement for a gas line be granted to the Knoxville K Utilities Board as described in the meeting materials.
THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

ACTION ITEM

DATE: T October 2, 2014T

COMMIT EE: T Finance and Administration T

CAMPUS/UNIT: T UT KnoxvilleT

ITEM: Acquisition of Street Right-of-Way and Alley Interests A from City of Knoxville A

RECOMMENDATION: T Approval T

PRESENTED BY: T Charles M. Peccolo, Treasurer and Chief Financial Officer

The University of Tennessee, Knoxville proposes to acquire the following street right-of-way and alley interests from the City of Knoxville (see the following map):

A portion of Melrose Avenue and Melrose Place, Ogden Street, and unnamed alleys in City Ward Map Numbers 10483 (west of Melrose T Place), 10444 (east of Volunteer Boulevard from Lake Avenue to Terrace T Avenue) and 11035 (west of 3rd Street between White Avenue and Cumberland Avenue).

The proposed right-of-way and alley acquisitions will assist the campus in planning for future expansion and implementation of the overall campus master plan. The acquisitions should also enhance planning and overall safety for special events. Lane closures for construction or special events would no longer require city approval. The University would gain control of street parking, monitor its use, and better utilize street parking during special events. The University would also be able to react in a timelier manner to sidewalk complaints, safety issues, and requests for pedestrian crossings.

MOTION: AA

That the proposed street right-of-way and alley acquisitions from the City of Knoxville A be approved as presented in the meeting materials.
THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

ACTION ITEM TT

DATE: T
October 2, 2014T

COMMITTEE: T
Finance and Administration TT

CAMPUS/UNIT: T
UT MartinT

ITEM: T
634 Old Fulton Road Acquisition6

RECOMMENDATION: T
Approval T

PRESENTED BY: T
Charles M. Peccolo, Treasurer and Chief Financial Officer

The University of Tennessee at Martin seeks approval to acquire approximately 55.6+/- acres (in 2 tracts) and building improvements located at 634 Old Fulton Road, Martin, Tennessee (see the following map).

The property fronts Old Fulton Road on the northern edge of campus. It is improved T with a 2,000+/- square feet single family dwelling built in 1960 and a 1,500+/- square feet barn. The property is adjacent to the campus and is being acquired for the control T and future use of the land base.

The University administration requests approval to acquire the property located at 634 T Old Fulton Road, Martin, Tennessee at a purchase price equal to or less than the T appraised Tvalue. T Upon Tapproval Tby Tthe Tboard, Tthe Tadministration Twill Tseek Tthe Tnecessary state government approvals. T

MOTION:6

That the acquisition of 634 Old Fulton Road T6 in Martin, Tennessee be approved at a 6 purchase price equal to or less than the appraised value.
ACQUISITION

T - MartinU property

UT - MartinU property
THE UNIVERSITY OF TENNESSEET
BOARD OF TRUSTEEST

ACTION ITEMTT

DATE:T October 2, 2014T
COMMIT EE:T Finance and Administration T
CAMPUSS/UNIT:T UT MartinT
ITEM: 779 Old Fulton Road Acquisition and Master Plan T Amendment7
RECOMMENDATION:T Approval T
PRESENTED BY:T Charles M. Peccolo, Treasurer and Chief Financial Officer

The University of Tennessee at Martin seeks approval to acquire approximately 75.5+/-T acres (in two Ttracts) and building Timprovements Tlocated at 779 Old Fulton Road, T Martin, Tennessee (see the following map).

The property fronts Old Fulton Road on the northern edge of campus. TTt is improved T with a 2,400+/-Tsquare feet Tsingle family dwelling built in 1979 a 5,000+/-Tsquare feet TBarn and a 2,400+/-Tsquare feet shed. TTt property is adjacent to the campus and is T being acquired for the control and future use of the land base.

The University administration requests approval to acquire the property located at 779 TOld Fulton Road, Martin, Tennessee at a purchase price equal to or less than the T appraised value. TTt administration also seeks approval Tto amend Tthe UT MartinT Master Plan to include this property. TUpon approval by the Board, the administration T will seek all necessary state government approvals.

MOTION:T7

(1) TTThat acquisition of 779 Old Fulton Road TIn Martin, Tennessee be approved at a 7 purchase price equal to or less than the appraised value; and7

(2) TTThat the UT Martin Master Plan be amended to include the property located at 79 Old Fulton Road in Martin, Tennessee.
THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

ACTION ITEM

DATE: October 2, 2014

COMMITTEE: Finance and Administration

CAMPUS/INSTITUTE: All

ITEM: Policy on the Process for Submitting Legislative Proposals and Funding Requests to the General Assembly

RECOMMENDATION: Approval

PRESENTED BY: Charles M. Peccolo, Treasurer and Chief Financial Officer

In its 2014 session, the General Assembly enacted Public Chapter 538 establishing certain mandatory provisions concerning the process for submitting legislative proposals and requests for state funding for public higher education to the General Assembly (see the following copy of Public Chapter 538). Public Chapter 538 requires that these mandatory provisions “be made a formal part of the policies and procedures of the board of regents and the University of Tennessee.”

In compliance with Public Chapter 538, the administration requests Board approval of the following policy titled “Process for Submitting Legislative Proposals and Funding Requests to the General Assembly.”

MOTION:

That the policy titled “Process for Submitting Legislative Proposals and Funding Requests to the General Assembly” be approved as presented in the meeting materials.
UNIVERSITY OF TENNESSEE SYSTEM POLICY

FISCAL

SUBJECT: PROCESS FOR SUBMITTING U
LEGISLATIVE PROPOSALS AND FUNDING U
REQUESTS TO THE GENERAL ASSEMBLY

POLICY NO: FI_____F

EFFECTIVE: October 3, 2014  UU

OBJECTIVE:

The purpose of this policy is to implement Chapter 538 of the 2014 Tennessee Public Acts, which aims to protect and maintain the integrity of current prioritization and strategic planning processes established to best use limited state funds for public higher education toward greatest need and opportunity and to ensure prudent fiscal policy.

POLICY:

1. All legislative proposals or requests for state funding toward public higher education capital projects, maintenance, new academic programs, public service, research activities and engagement opportunities or operational support to be submitted to the General Assembly shall first be considered and acted upon through established processes and procedures to review such requests; provided, however, that if such consideration or action through established processes and procedures is not possible, then such legislative proposals or requests shall be made with the knowledge of the President and the chief executive officer of the campus/institute for which the proposal or request for state funding is made.

2. The President is expected to advance legislative proposals and state funding requests through existing processes and procedures established in the spirit of maximizing the state’s ability to strategically plan, execute and maintain the state’s public higher education obligations. The President shall be accountable for ensuring that the state’s established processes for considering and evaluating such requests are followed to the greatest extent possible.

3. At no time shall an employee of the University advance state legislative funding requests for the University without the knowledge of the President and the chief executive officer of the campus/institute.

4. Legislative proposals or requests for state funding toward public higher education capital projects, maintenance, new academic programs, public service, research activities and engagement opportunities or operational support must be submitted to the Office of the Chief Financial Officer for inclusion in the University of Tennessee System’s proposals to the legislature. Each year, the Office of the Chief Financial Officer will request that this information be provided as part of either the operating budget or capital budget process. Any legislative proposal or request that arises outside the budgeting process must be submitted to the Office of the Chief Financial Officer for review with the President and the chief executive officer of the campus/institute prior to submission to the General Assembly.
THE UNIVERSITY OF TENNESEEET
BOARD OF TRUSTEEST

ACTION ITEMTT

DATE:T October 2, 2014T

COMMIT EE:T Finance and Administration T

ITEM: FY 2015-16 Operating Budget Appropriations Request for F Non-Formula UnitsF

RECOMMENDATION:T Approval T

PRESENTED BY:T Charles M. Peccolo, Treasurer and Chief Financial OfficerT

Each year the University has the opportunity to present a state appropriations budget T request. TThe formula funding model generates funding recommendations for Tthe T Chattanooga, Knoxville and Martin campuses. The University is also able to submit T improvement requests for the non-formula units T the Health Science Center, Institute T of Agriculture, Space Institute, Institute for Public Service, and System Administration.

The Operating Budget Submittal Guidelines approved by the Board of Trustees in June T 2005 state that the Finance and Administration Committee shall review, approve, and T recommend Tto The TBoard Tof Trustees Tthe TImprovement Trequest TSubmitted Tby Tthe Tadministration to the Tennessee Higher Education Commission (THEC). TTA summary of Tthe FY 2016 improvement request follows this memorandum.

This request was filed with THEC in accordance with itsTinstructions. To meet THEC’s T deadlines, it must be submitted to THEC before the Fall Meeting of the Board of Trustees. If the Board votes to change the University’s request, the administration will T be permitted to submit an amended request to THEC for consideration.T

MOTION:F

That the University’s FY 2015-16Operating budget appropriations request for the F non-formula units be approved as presented in the meeting materials.
## THE UNIVERSITY OF THEESSEE SYSTEMN
**FY 2015-16 NON-FORMULA IMPROVEMENT REQUESTS**

<table>
<thead>
<tr>
<th>NON FORMULA UNITS: N</th>
<th>REQUESTN AMOUNT</th>
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<tbody>
<tr>
<td><strong>HEALTH SCIENCE CENTER</strong></td>
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<tr>
<td>Memphis Other Specialized Units (MOSU)</td>
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<tr>
<td>Faculty and Staff CompensationF</td>
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<td>Faculty Start-up and RecruitmentF</td>
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<td>Femtosecond laser Amplifier with temporal pulse shaping diagnosticsF</td>
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<td>Ultra-sensitive Diagnostics in applied PhysicsF</td>
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<td>Community and Economic DevelopmentF</td>
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<td>Merit and EquityF</td>
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<td>Research and Hospital EquipmentF</td>
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<tr>
<td>Increase in Base Operating FundsF</td>
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<tr>
<td>New faculty positions in critical areasF</td>
<td>1,612,573F</td>
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### INSTITUTE FOR PUBLIC SERVICE

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### UNIVERSITY-WIDE ADMINISTRATION

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### TOTAL NON-FORMULA IMPROVEMENT REQUESTS

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The University of Tennessee
FY 2016 NON-FORMULA IMPROVEMENT REQUESTS 11

TOTAL UT NON-FORMULA UNITS: $44,479,4731

The University of Tennessee’s “non-formula” units account for 47.8% of UT’s unrestricted E&G P
state appropriations in fiscal year 2014-15. Just as full funding of the formula is essential for P
UT’s ability to meet the expectations set by the Complete College Tennessee Act (CCTA), full P
funding for UT’s non-formula units supports graduate students and professional programs at the P
Health Science Center, College of Veterinary Medicine, and Space Institute as well as the public P
service and research missions of Agriculture Experiment Station, AG Extension, and the Institute P
for Public Service. These funds are essential for job creation, health care, and community P
development in Tennessee.

HEALTH SCIENCE CENTER (Memphis Other Specialized Units (MOSU)): $22,845,0001

1. PP Faculty & Staff Salary Increases1 $17,000,0001
We are proposing a 3% across the board increase and a 2% merit pool for a total of 5% P
increases for all state funded salaries. The raises are to help the University of Tennessee P
Health Science Center to recruit and retain the best faculty and staff to serve our student P
body.

2. PP Academic Facilities Rejuvenation and Rehabilitation1 $15,000,0001
The University of Tennessee Health Science Center provides academic instruction and P
encourages research exploration to improve human health through disciplines in Health P
Professions, Dentistry, Nursing, Medicine, and Pharmacy. To foster an environment of P
learning and innovation, the academic facilities should support the students' efforts with P
classroom settings and research laboratories which will take advantage of improved P
technology and will enhance research productivity. Such facilities will enable students to P
enter the workforce with the ability to access all available resources to deliver premium P
healthcare. P Instructional P Delivery P Greatly P Impacts P The P Learning P And P Pretention P Of P
information. UTHSC needs to enhance the classrooms and research laboratories with P
innovations that will make them more conducive to learning. Students' familiarity and P
comfort with similar environments that they will likely experience when they enter the P
workforce will lead to more productive healthcare providers. The University intends to P
be the preeminent research and teaching university linking the people of Tennessee to the P
country and the world.

Requested funds: $5,000,000 P
Classroom Enhancements $1,500,000 P
Technology Innovations $1,250,000 P
Research Lab Enhancements $2,250,000 P
3. PP  **Faculty Start-up and Recruitment**  $1,500,000  
The University Of Tennessee Health Science Center continues to rebuild and revitalize its P faculty ranks with both senior researchers and young faculty just starting their careers. P However, UTHSC is not alone and competition for top notch faculty requires significant P start-up funding to allow researchers to hire research assistants and buy equipment to P establish their labs and achieve new funding. These funds will allow UTHSC to attract P the very best faculty to conduct research and teach our students.

4. PP  **Campus Support Services**  $1,200,000  
The University OfTennessee Health Science Center is requesting funding to support the P centralization and enhancement of the Campus Support Services Infrastructure. Services P such as compliance, information technology, sponsored program support, and student P services are always being reviewed for enhancements and improvements. These funds P will allow UTHSC to develop support services to address faculty, staff, and student P needs.

5. PP  **Educational and Research Equipment**  $1,385,000  
The FY 2016 Equipment Request Rs $3,845,000, which Rs 10% P increase from the FY 2015 request. This increase will provide UTHSC with funds to P replace aging educational and research equipment which is needed to help our students P and staff perform more efficiently and effectively.

**HEALTH SCIENCE CENTER (Family Medical Units): $155,000**

1. PP  **Equipment Replacement**  $155,000  
The equipment replacement request is $155,000 for FY 2016. The increase is needed P because the replacement of patient care equipment is determined by obsolescence rather P than wear and tear. The normal life of health-related equipment is 8 to 10 years. WeP have several pieces of patient care equipment that are approaching obsolescence and the P replacement costs are much higher due to advances in technology.

**SPACE INSTITUTE (UTSI): $705,000**

1. PP  **Femtosecond Laser Amplifier with temporal pulse shaping diagnostics**  $1,385,000  
In order to maintain competitiveness in Laser Applications at the Center for P Laser Applications (RCLA), significant investment Rs needed in Laser Equipment P and P diagnostics to keep up with advancements in femtosecond laser phenomena. We are P currently working with equipment that can be found in museums that highlight past P advances in Laser Technology. RCLA has published unique papers on Femtosecond P machining in Optics Express (3.3 impact factor). However, we are limited by our ability P to characterize and manipulate the temporal and spectral nature of femtosecond laser P pulses. These limitations stand in the way of further advancements and innovations in this P emerging field.

2. PP  **Ultra-sensitive Diagnostics in Applied Physics**  $320,000  
There P is a need P for ultra-sensitive P spectroscopy/microscopy P diagnostic P tools and
modeling capabilities for multi-disciplinary research. PPTThe equipment P
would support activities at UTSA and UTK and would also be available for doctoral P
research and STEM outreach programs. The addition of a coherent light source would P
also augment collaborative work with Sandia National labs, Oak Ridge National Labs, P
New Mexico State University, Colorado University, University of Nebraska, Auburn P
University and researchers in France, Russia, Hungary and Austria. With this equipment P
we would be able to do immediate research in laser-induced spectroscopy, and would be P
better able to attract external funding. The estimated cost for this equipment is $320,000.P

AGRICULTURAL EXPERIMENT STATION: $2,761,525

1. PP Plant Biology Center $ 1,216,000
The Plant Biology Center will be established as a part of a larger interdisciplinary P
program - Molecular and Applied Plant Science (MAPS). This program will bring P
together leading faculty from AgResearch in both UTSA and UTK. A hallmark of the P
program is the formation of synergistic collaborative clusters of two or more faculty, P
across UTK and UTSA, who will conduct research and guide Ph.D. Students in P
interdisciplinary projects involving topics in photosynthetic organisms (plants and algae). P
The Plant Biology Center’s proposal, Pas Pa Ppart Pof PMAPS, Pto Poffer Pto Pmoderate P
interdisciplinary and intercollegiate plant biology program spanning from plant growthP
and genetic enhancement to bio-based product development, would be novel, both at UT P
and in the United States.P

This request is for 5 FTE Faculty positions to create a cluster hire in the plant biology P
area, allowing UT to become a major force in plant biology across the United States. The P
Plant Biology Center will assist in UT’s advancement toward Top-25 goals through P
increased PhD training and grants development.P

Requested funds: $1,216,000PP
5.0 FTE (Assistant/Associate Professors)PP
2.0 FTE (Research Associates)PP
1.0 FTE (GRA)PP

Operating expense $500,000PP

2. PP Bio-energy – Center for Renewable Carbon $ 1,956,525
The State of Tennessee has taken an aggressive leadership role in creating a bio-energy P
industry in the state. The opening of the Genera Energy pilot/research bio-refinery and P
the establishment of the Center for Renewable Carbon places the state at the forefront in P
developing a sustainable industry to supplant significant amounts of imported oil, while P
creating local economic vitality and diminishing environmental impacts of petroleum P
usage.P

Steps taken to this point have created an excellent infrastructure to move new technology P
toward industrial development. PHowever, Pmany Phurdles Premain Pincluding Pbio-fuel P
development, logistics, pretreatment for conversion, Pblank development of value-added co-P
products. PThese are longer term technological issues which require funding for greater P
than one year. Included in this request are resources to be used in addition to already
reallocated positions to further the creation of a bio-energy industry.
P
Requested funds: $PS956,525PP
   5.0 FTE (Assistant/Associate Professors)PP
   1.0 FTE (Research Associate)PP
   2.0 FTE (GRA)PP

3. PP  **Plant Pest Initiative**  $1,589,0001

Exotic (non-native) pests represent a serious and growing threat to not only forest and crop producers but also tourism and commerce in the state. Recent examples include the P Hemlock Woolly Adelgid and the Ash Borer which threaten the entire ecosystem of the Great Smoky Mountain National Park, thereby, the associated tourism industry. Efforts to contain fire ant infestations limit exportation of ornamentals. Many other pests, such as the gypsy moth and soybean aphid, threaten forests and agronomic crops.

These pests have been infesting new territories for as long as human commerce and travel have occurred. However, with increased globalization, the spread has become more rapid. In general, these exotic pests have come to the United States without the checks that kept them from Prapid Ppopulation Pexplosions Pin Ptheir Pnative Penvironments. Specifically, they arrived without their natural control agents -predators, P parasites, and pathogens. 

Although tremendous efforts are being placed on insect exclusion tactics at the federal level, globalization of the US economy and continuing tourism and immigration will result in the inadvertent introduction of further plant and animal pests. In Tennessee, P climate and topographical features are conducive to successful introduction of many invasive species. This State contains Pimmense Ptracts Of Pforested Plan, Pprovides P agricultural crops reflective of the majority of states in the US, and is home to the most P frequently visited National Park. All these factors combine to make it a high risk area for insect invasion.

Resource needs include Rhree Rfaculty Rmembers Who Rwould Rengage In Rthe Resarch Rnecessary to understand not only the physiology of pests but also the habitat needs for spread and potential biological controls. Included in the resource request are 2 research associates to manage the exotic pest laboratory and monitor the status of exotic pests and the effectiveness of control measures.

Requested funds: $PS589,000PP
   3.0 FTE (Assistant/Associate Professors)PP
   2.0 FTE (Research Associates)PP
   Operating expense $150,000PP

**AGRICULTURAL EXTENSION SERVICE:** $1,279,8131

1. PP  **Community and Economic Development**  $1,279,8131

The mission of UT Extension is to serve the farms, families, youth and communities of Tennessee. The efforts of Extension specialists and agents have played a positive role in
community and economic development across the state. While there are many examples of county Extension agents providing support to local businesses, creation of farmers markets, development of county fairsgrounds and agri-business complexes and local visitor centers, Extension lacks a network of specialists to support and assist county Extension agents with these and other community and economic development activities.

With its network of Extension professionals located in every Tennessee county, UTT P Extension is in a unique position to be able to provide meaningful community and economic development assistance to the entire state. Working in concert with, and supported by a team of Community and Economic Development specialists, county-based Extension agriculture, family and consumer sciences and 4-H youth development P agents can provide science-based, planned programs that will have a significant and measurable impact toward making the communities they work in a better place to live, work and play. P The proposed Extension Community and Economic Development Program will provide educational programs and professional assistance across a broad area of topics that will include support of economic development, housing, education, P recreation, and civic organizations. These programs will be developed and delivered in partnership with local groups, local government, community organizations, individuals, P and agencies which have a stake in the economic and social future of their communities. P A special emphasis will be placed on efforts to increase jobs and income in Tennessee P communities. As such, economic development efforts will support a broad base of business activities that include service industries, manufacturing, retail, tourism, and P workforce education and development. P

A state appropriation of $1,279,813 is requested to fill one Extension faculty position at the professor level and 10 Extension community development area specialist positions, and to provide travel, operating, and equipment support for these 11 positions. The faculty member will be based in the Agricultural and Resource Economics Department at The University of Tennessee, Knoxville and will serve as the Extension Community and P Economic Development Program Leader. This individual will direct the programming efforts of 10 area Extension specialists located across the state. Each specialist will cover an 8 to 10 county area and work in close partnership with county Extension agents to deliver programs that provide significant impact in building economically viable P communities, renewing civic engagement, P and improving Phe Quality of Pife PnP communities across Tennessee. P

Requested funds: $1,279,813
1.0 FTE (Professor) PP
10.0 FTE (Extension Area Specialist II) PP

COLLEGE OF VETERINARY MEDICINE: $12,187,325

1. PP  **Merit and Equity**  $1,740,5761
We are requesting $1.7M in recurring funds for a college merit/equity pool, a yearly across P board increase, faculty promotions, and staff career ladder increases. Prior to FY12 it had been four years since the college had been able to address equity issues and provide merit increases for top performing faculty and staff. Fortunately, in FY12, FY13 and FY14 we were able to compile a three percent (FY12), two and one-half percent (FY13) and one and one-half percent (FY14)
merit/equity pool to distribute to our faculty and staff from reallocated recurring dollars and new P recurring tuition and fees. In addition to the merit/equity pool, we allocate funding to yearly P faculty promotions and staff career ladder increases. We are concerned that we continue to rely on veterinary student tuition to meet revenue needs within our DVM degree program. P Currently the average educational debt of our veterinary students is near $158K, while starting salaries are somewhere around $65K. The rate of tuition increase has outpaced salary earnings and we are concerned about the financial health of our veterinary graduates with excessively high P educational debt burden. We do not wish to continue to increase tuition and fees to meet college P revenue needs. P

2.P Research and Hospital Equipment1 $ 3,372,539
The College has been unable to keep our research and hospital equipment up-to-date P given the practice of using clinic revenues and student tuition and fees to backfill P state appropriations decline over the years. The life expectancy of our hospital equipment P varies from 5-7 years and the replacement value of our equipment inventory is currently P $200million. We are requesting $3.3million in recurring funds to address ongoing aging P equipment needs each year. P

  Requested funds: $3,372,539P
  Replace Research EquipmentP $1,008,464P
  Replace Hospital Services EquipmentP $ 2,364,075P

3.P Increase in Base Operating Funds1– Faculty and Staff1 $ 3,216,639
We are requesting recurring funds to hire 10 faculty and 30 support staff to fill critical P clinical teaching, business, and general operating function responsibilities within the P college and hospital. P The patient care and teaching workload responsibilities are P excessive leading to 60-80 hour work weeks for faculty. P

  Requested funds:PS3,216,639P
  10.0 FTE (Assist/Associate/Professors)P$1,612,573P
  30.0 FTE (New staff positions in critical areas) $ 1,604,066P

4.PP State Supported Scholarship Program for Veterinary Students1 $ 1,396,000
Recurring funds in the amount of $1.4M are requested to support a scholarship program P for veterinary students. P Scholarships would be awarded at $5,000/year per student P maintaining a 3.0 or above cumulative GPA for each year of the students’ enrollment in P the professional DVM degree program. The average educational debt of our veterinary P students is at around $158K. A $5,000 per year scholarship would relieve $20K of that P burden and provide a nice incentive for maintaining a 3.0 or above.P

5. PState Animal Disease Diagnostic Laboratory $ 2,238,623
Recurring $3 requested to expand the state laboratory in Nashville to include a full service laboratory in Eastern Tennessee located at the College of Veterinary Medicine. P

For the past 8 years a renewable state contract has allowed us to provide limited necropsy P services to local producers. This service has been very well received by livestock owners P and practitioners, with the clear message that such state supported services must continue P and expand in order to improve herd health, limit infectious disease outbreaks, and
effectively diagnose biologically hazardous agents (e.g., foot and mouth disease, avian P influenza, anthrax, etc.) that represent both public health threats and potentially huge P economic losses to Tennessee agriculture and attendant services.

This Pinitiative Pwould Pbe Pdesigned Pto Pinegrate Pveterinary Pdiagnostics, Ppopulation Pmedicine, and farm animal medicine into comprehensive services that attain excellence in P education, research, outreach, and professional practice. Veterinary diagnostics will P provide essential services to veterinarians, producers, and animal owners in Tennessee P and throughout the nation. P

The veterinary diagnostic laboratory will also serve as the medical interface between P public Phealth, Ppopulation Pmedicine, Pand Panimal Pproduction. PFarm Panimal Pmedical Pservices will provide producers comprehensive care that will help ensure their economic P well-being.

Collectively, diagnostic services, farm animal services, and population medicine will be P integrated into Pone Pcomprehensive Pprogram Paddressing Pfood Psafety, Ppublic Phealth, P emerging P infectious Pdiseases, Pbiodiversity Pdetection, Pproduction Pmedicine, Pand P production economics - services that will enhance animal and human health.

Requested funds: $2,238,623PP
13.0 FTE (Various positions)PP
Operating expense and equipment $1,238,081PP

6.PP Animal Assisted Reading Program for Elementary Schools1 $ 1222,9471
Funding is requested to expand our animal assisted reading program HABIT (Human P Animal P Bond P in P Tennessee) P statewide. PThese Pprograms P have P been P shown P to P help P students with reading difficulties. The HABIT Ruff Reading program provides service to P 91 public school classrooms and P reading times in libraries across East TN. Of the 100 P classrooms/reading times, 2,000P students were served in P public schools in East TN. P Additionally, 21 classrooms were for special needs students. Approximately 210P special P needs students were served in public schools in East TN. The Ruff Reading program is P also provided to 15 private schools or non-governmental learning environments serving P 21 with 11 additional classrooms targeting special needs students.

Our goal is to enhance the learning process by creating an atmosphere that allows P students to experience the unconditional acceptance of a dog in the classroom. The P objectives are to build confidence, self-esteem, and reading skills of students by having P an accepting dog "audience." P Children having difficulty with lessons and/or emotional P difficulties in the school will be given the opportunity to interact with the dog by reading, P reciting P numbers, P and P practicing P or P performing P other P measurable P learning P outcomes. PThis impacts student access, community outreach and economic development.

Requested funds: $2222,947PP
2.0 FTE (Coordinator I)PP
1.0 FTE (Coordinator II)PP
1.0 FTE (Clerical)PP
Travel, supplies, minor equipment $48,700P

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INSTITUTE FOR PUBLIC SERVICE (IPS): $1,946,0001

1. PP Made in Tennessee - Center for Industrial Services (CIS) $1,345,2001

The Made in Tennessee Act (HB 0718, SB 0806) amends TCA Title 4, Chapter 3, Part 7 P and "encourages producers and promotion of non-agricultural products made in this P state." CIS is authorized to register and list Tennessee manufacturers on a "Made in P Tennessee" website. P

Expected Return on Investment: Impacts of funding include: greater promotion of P Tennessee manufacturers and their products; improved access of buyers, including larger P manufacturers and retailers in state and across the U.S. to products made by small P manufacturers throughout P Tennessee; Increased Visibility of P Tennessee manufacturers to economic growth, quality jobs, and family incomes across P the state. CIS will use funding to accelerate development of the Made in Tennessee P website; and Expand Events recognizing the accomplishments of P Tennessee manufacturers. P

Requested funds: $345,200P
2.0 FTE (Marketing Specialists) P
Travel, supplies, equipment, contractual services $135,000P

2. PP Certified Public Manager Program $1,325,5001

The Institute for Public Service (IPS) has developed a successful leadership development P program for state and local government officials with very limited funding. IPS has P taken the initiative to build upon this success by creating the Naifeh Center for Effective P Leadership. By combining funds from grants and contracts, fee revenues, private P donations, and internal reallocations, IPS has set the foundation for a center that provides P the best leadership and management development programming for government officials P across the Southeast. In meeting this challenge, the Center administers several existing P programs, the Local Government Leadership Program, Tennessee Government Executive P & Management Institutes and the Newly Elected Tennessee Legislators Workshop. The P Center is developing an accredited Certified Public Manager Program (CPM) that will P provide managers in government and nonprofit organizations from across Tennessee with P state-of-the-art professional tools required to become more proficient and effective in P today's public environment. P Nationally, thirty-two states have Certified Public Manager P programs. P

Expected Return on Investment: The CPM Program will Plead Pto Penhanced P communications and collaborations within agencies and across agencies in state and local P government that, in turn, will produce greater efficiencies and effectiveness in program P operations and customer service. CPM participants will learn top-quality management P principles and how to apply them, how to measure results, and how to communicate outcomes in P government and non-profit settings. P

Requested funds: $325,500P
1.0 FTE (Training Coordinator) P
External Trainers, Pfacilitators, rooms with AV, curriculum development,
travel, other operating $258,000 P

3. PP **Growth & Innovation for Manufacturers** $1 $915,300 P

This initiative will expand CIS (Center for Industrial Services) efforts to help Tennessee P manufacturers improve profitability and create jobs by accelerating technology adoption, P developing new products, and adopting new processes. PP Funding will increase P manufacturer access to research and development expertise at UT P and TBR higher P education institutions, P Oak Ridge National Laboratory, and other technology sources P across the state. CIS will use funding to increase outreach to manufacturers, align with P Launch TN and jobs accelerator initiatives, and make research and development services P more affordable to small manufacturers. P

**Expected Return on Investment:** The funds will allow at least thirty companies to P receive over 2,000 hours of assistance from Tennessee research and development assets. P That assistance will help generate 300 technology-based jobs per year with an annual P salary and benefits of $50,000 per job. CIS’ historical performance shows that $1 of state P investment, supplemented by leveraged federal funds, produces approximately $300 of P customer reported economic impact in terms of capital investment, increased sales, P productivity gains and other improvements. P

Requested funds: $915,300 P

3 FTE (Resource Consultants) P

Contractual services, supplies, equipment $555,000 P

4. PP **Building a Safer Tennessee** $360,000 P

The funding provided for staff will provide for the delivery of both the national, regional, P and state programs operated by the Law Enforcement Innovation Center (LEIC). These P include the National Forensic Academy, the Southeastern Command and Leadership P Academy, the NFA Collegiate Course. It also provides for on-line course development to P aid law enforcement agencies in addressing community/crime needs. P

**Expected Return on Investment:** These funds will assure the delivery of world-class P professional development opportunities to over 650 Tennessee local law enforcement P participants who will complete more than 30,000 combined instructional hours on topics P of critical importance to assuring the safety of communities across the state. This P investment represents $1,230 per person trained and$26 per P instructional hour delivered. P The P Consultant will provide P training capability P not provided by subject matter experts brought in to address specific areas of instruction. P

The Admin Support position will provide logistical support to the training programs, P registering participants and aiding in maintaining training records required by P.O.S.T. P

The Communications Coordinator will maintain contact with the numerous graduates of P our programs, sharing best practices through a variety of means (newsletters, articles, fax, P emails, and phone calls) and increasing the alumni outreach of our agency. Two of these P positions are currently unfilled and the other supported by federal grant funds. P

Requested funds: $360,000 P

3 FTE (Administrative Support, Communications Coordinator, Training
Consultant)P
External trainers, supplies, equipment, travel $147,150P

MUNICIPAL TECHNICAL ADVISORY SERVICE (MTAS): $1,050,052P

1.PP  Information Technology ConsultantP  $126,956P
Due to a strong and ever growing relationship between the appropriate use of technology P and Pthe Pfinancial Paccounting Pand Preporting Prequirements PPplaced Pon Pmunicipal P governments, technical assistance in the information technology arena becomes an ever-P increasing need by all cities. Current MTAS IT staff is primarily dedicated to support of P IPS’s and MTAS’s internal needs. Additional resources would enhance MTAS’s ability to P meet the under-served need of technical support in city governments.P

Return on Investment: 1 Consultants deliver the outreach training and service of IPS, and P customer contacts indicate that assistance with technology is an acute need in Tennessee P cities.P
Requested funds: $126,956PP
1.0 FTE (IT Consultant)PP
Travel and other operating expense $18,000PP

2.PP  Fire Services ConsultantP  $138,059P
As with most services provided by Tennessee municipal governments, effective fire P service has challenged by maintaining operational readiness while adhering to and P complying with anPeever-growing list of technical, legal and regulatory requirements. P Tennessee has 700+ fire departments that consist of personnel resources from fully P professional to fully volunteer. MTAS currently serves those departments with a single P technical consultant covering the entire state. P

Return on Investment: P The additional consultant would accommodate MTAS’s desire to P improve timeliness and adequacy of service delivery to a constituency faced with ever-P increasing demands.P
Requested funds: $138,059PP
1.0 FTE (Fire Services Consultant)PP
Travel and other operating expense $18,000PP

3.PP  Finance ConsultantP  $140,526P
The appropriate management of public monies by government entities is a logical P expectation of every citizen of Tennessee. How those monies are managed by local P governments is very important to those who provide those monies through various tax P payments they make. Transparency and compliance with guidelines and statutory P mandates addressing how public monies should be managed is an ever-increasingly P complex matter for the local government practitioner. Requests for technical assistance P and training surpasses MTAS’s ability to fully meet the demand considering its currentP resource pool dedicated to public sector finance issues. P

Return on Investment: P Additional resources applied to providing technical assistance

Page 101 of 1411
and training relative to public sector finances would narrow the existing gap between the P
demand for the assistance and training and the delivery of them to local government P
officials in Tennessee cities.P
Requested funds: $140,526PP
1.0 FTE (Finance Consultant)PP
Travel and other operating expense $18,000PP

4. PP Legal Consultant1 $ 151,631
Regardless of the type issue faced by a local government practitioner, he/she must know P
the legal ramifications of the options available addressing the issue, preferably before P
making a final decision on those options. Pfailing to do so only adds to the complexity of P
the issue being considered and may lead to additional problems facing the localP
government. Also, being able to monitor, understand and translate that understanding to P
assess the impact of proposed legislation on cities becomes increasingly important each P
year. Available MTAS legal consultancy and training has increasingly importance each P
year. Available MTAS legal consultancy and training has increasingly become less P
complete in meeting the ever-increasing need recognized by MTAS.P

Return on Investment: An additional local government legal knowledge and expertiseP
would allow more complete and timely service in response to the existing request-for-P
assistance load MTAS expects to only grow larger with time.P
Requested funds: $151,631PP
1.0 FTE (Legal Consultant)PP
Travel and other operating expense $18,000PP

5. PP Police Services Consultant1 $ 140,527PP
Tennessee's 260 municipal police departments are currently served by a single MTAS P
technical consultant. As is the case with all municipally provided services, police service P
continually revolves based on constituent needs, changing technical and operational P
practices and compliance with government mandates from all levels. Failing to adhere to P
operational standards and legal mandates can (and frequently does) negatively impact the P
city government providing the service. P

Return on Investment: The additional police services consultant will enable more P
frequent and effective contact with municipal police departments with the objective being P
an improvement in professionalism and a reduction of costs brought about through P
inefficient operations. P
Requested funds: $140,527PP
1.0 FTE (Police Services Consultant)PP
Travel and other operating expense $18,000PP

6. PP Training Consultant1 $ 130,657PP
Just as is the case in the private sector, the need for timely and effective training by local P
government practitioners and the receipt of that training becomes ever-increasingly P
important. Being aware of and clearly understanding best practices, changing technology
and new laws, rules and regulations imposed on local governments by a myriad of P entities is vital to that practitioner if the expectation of good public services by the P citizenry is met. While MTAS has begun using technology to assist it in delivering P training services, the human component cannot be discarded and fully replaced by P technology and current staffing levels do not completely meet the need placed on MTAS P by local governments.

Return on Investment: 1
Additional training consultancy talent and expertise will supplement the current supply P for planning, designing and delivering needed technical training to city governments in P Tennessee. P

Requested funds: $130,657PP
1.0 FTE (Training Consultant)PP
Travel and other operating expense $18,000PP

7.PP Municipal Planning Consultant $ 146,6961
Cities in Tennessee are in almost desperate need of assistance to develop and implement better strategies for efficient and well-planned communities. With a focus on better application of building codes, transportation planning, preservation, and resource P management. This consultant would develop and represent a team of faculty consultants with expertise in the areas under review to develop consensus and direction on these P complex issues.

Return on Investment: P
The changing needs with planning in Tennessee, and the focus on sustainability and P growth management, has resulted in frequent requests for technical advice and assistance P for Tennessee cities. Efficient development could result in tremendous infrastructure P savings with utility extensions and transportation system changes.

Requested funds: $146,696PP
1.0 FTE (Municipal Planning Consultant)PP
$18,000 Travel and other operating expensePP

8.PP Policy Research $ 75,001
The success and impact of the 2010 Fire Mortality developed through an MTAS/Faculty P partnership highlights the need for original urban research specific to the needs and P problems of Tennessee. MTAS has developed a close working relationship with the P graduate schools across the state for the Public Service Internship program, and is P partnering with the Department of Political Science to provide practitioners to teach P graduate P classes. The agreement also encourages and develops additional research opportunities with faculty and graduate students. The funding establishes a compensation P formula similar to that in other research universities in applied and public policy P research. P

Return on Investment: 1
Original research conducted by the university staff and faculty furthers the work of the P university Outreach Effort and provides new insights Tennessee-based information for P more
effective training and consulting. P
Requested funds: $75,000 P
Faculty Research - travel and other operating expense $75,000 P

**COUNTY TECHNICAL ASSISTANCE SERVICE (CTAS): $630,5591**

1.PP **Public Safety Consultant1**  
$ 260,5661
CTAS Public Safety consultants: P
(1) Two consultants will respond to a total of approximately 5,000 requests per year
(2) Provide oral and written opinions, personal field visits P
(3) Assist and deliver technical assistance in areas of fire, law enforcement, jailP
management, and ambulance service P
(4) Develop and teach classroom courses for the County Officials Certificate Training
Programs (COCTP). P
The need in this area continues to grow. P

**Return on Investment:1**
Consultants deliver the outreach training and service of IPS, and customer contacts P
indicate that assistance with public safety needs and issues is an acute need in Tennessee P
counties. CTAS currently does not have the staff to adequately meet the demand. P
Requested funds: $260,5661P
2.0 FTE (Public Safety Consultants)P
PTravel and other operating expense P $30,000P

2.PP **Student Interns in County Governments1**  
$ 32,5031
This funding will support a tiered intern program that places students and graduates in P
counties for direct service and experience, places students and graduates in CTAS offices P
for support P and experience, and supports independent study opportunities for graduate P
students. Internships will include those fully funded by this program, and direct service P
with counties funded in partnership with participating county governments.P

**Return on Investment:1**
Internships help the university to develop public service professionals and improve the P
work and professional capabilities of Tennessee counties.P
Requested funds: $32,5031P
12.0 student interns (part-time)P

3.PP **County Government Consultant1**  
$ 127,8481
CTAS currently has 8 county consultants to serve all 95 counties. The increasing P
responsibilities and technical changes in operation has become a critical concern for local P
governments. Increasing costs and limited revenues are affecting county budgets and P
services to Tennesseans in every community. CTAS has been successful in helping some P
counties cope with rising demands and responsibilities. However the management of P
county budgets across the state has been p growing P problem for many counties. P
Technical changes blue to blue and regulatory rules have increased demand for P
services
Return on Investment: 1
Consultants deliver the outreach training and service of IPS, and customer contacts P indicate that assistance with public safety needs and issues is an acute need in Tennessee P counties. CTAS currently does not have the staff to adequately meet the demand. P
Requested funds: $127,848PP
1.0 FTE (County Government Consultant)PP
Travel and operating expense $15,000PP

4.PP Legal Consultant1 $138,4341
CTAS currently has four legal consultants to serve 95 counties. These legal consultants P respond to approximately 3,500 requests each year. In addition to providing oral and P written legal opinions, the legal consultants are responsible for authoring and updating P the Voluminous Materials in the ICTAS Electronic Library, preparing and updating P numerous CTAS special publications, and maintaining the private act compilations for all P 95 counties, as well as monitoring and reporting on all legislation affecting county governments. Therefore, the legal consultants also update the materials for online P training resources and develop classroom resources for county officials. Certificate Training Program. Due to the ever-increasing demand for legal services, a fifth attorney position is needed to enable the legal staff to continue to provide services at P current levels and to allow the expansion of legal services into additional areas including P a new training program for jail administrators. P

Return on Investment: 1
Consultants deliver the outreach training and service of IPS, and customer contacts P indicate that assistance with public safety needs and issues is an acute need in Tennessee P counties. CTAS currently does not have the staff to adequately meet the demand. P
Requested funds: $138,434PP
1.0 FTE (Legal Consultant)PP
Travel and operating expense $15,000PP

5.P Accounting Specialist1 $71,2081
CTAS currently has one accounting specialist that serve the agency. This position handles all P accounting transactions on a daily basis by processing payroll, employee travel claims, paying P invoices, writing contracts, and reconciling accounts. The accounting specialist also handles P human resource paperwork related to employee hiring and terminations. P
Requested funds: $71,208P
1.0 FTE (Accounting Specialist III)P

UNIVERSITY WIDE ADMINISTRATION: $919,2001

1.PP Staff Compensation1 $919,2001
A recent Compensation Analysis showed that PUT UWA Salaries were well below competitive levels. It will take approximately $750,000 plus benefits to bring UWA P compensation within 85% of benchmark salaries.
THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

ACTION ITEM

DATE: T
October 2, 2014

COMMITTEE: T
Finance and Administration T

CAMPUS/INSTITUTE: T
AIIT

ITEM: T FY 2015-16 Capital Outlay and Capital Maintenance Projects

RECOMMENDATION: T Approval T

PRESENTED BY: T Charles M. Peccolo, Treasurer and Chief Financial Officer T

In accordance with the Tennessee Higher Education Commission and State Department of Finance and Administration guidelines, the University administration has developed the Capital Outlay and Capital Maintenance Funding Requests for FY 2015-16 and subsequent years.

The five-year schedule for Capital Outlay reflects $784,618,000 in recommended state-funded Capital Outlay Projects which is net of the requisite institutional funding match (25% for UTK, UTC, UTM and 10% for all others). The five-year schedule for Capital Maintenance reflects $360,700,000 in recommended Capital Maintenance Projects.

The administration seeks approval of these requests and authorization to enter into contracts for design and construction within available funds. Upon approval by the Board of Trustees, the administration will submit these funding requests to state government.

MOTION: T

That the Capital Outlay and Capital Maintenance Funding Requests for FY 2015-16 and subsequent years be approved, with authorization to enter into contracts for design and construction for these projects within available funds.
<table>
<thead>
<tr>
<th>Priority</th>
<th>Projects</th>
<th>Total Project</th>
<th>Institutional Match</th>
<th>Prior Year Institutional Match</th>
<th>FY 15-16</th>
<th>FY 16-17</th>
<th>FY 17-18</th>
<th>FY 18-19</th>
<th>FY 19-20</th>
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<tbody>
<tr>
<td>1</td>
<td>UTIA - West Tennessee 4-H Center - Land Acquisition</td>
<td>$15,800,000</td>
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<td>$14,310,000</td>
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<td>2</td>
<td>UTK - Science Laboratory Facility (Cumberland and 13th St)</td>
<td>$102,490,000</td>
<td>$15,750,000</td>
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<td>3</td>
<td>UTC - Academic Classroom Building Renovation (Lupton/Fine Arts)</td>
<td>$36,810,000</td>
<td>$9,203,000</td>
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<tr>
<td>4</td>
<td>UTHSC - Dentistry Faculty Practice/Research Building</td>
<td>$40,000,000</td>
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<td>UTK - Engineering Services Facility</td>
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<td>UTIA - Energy &amp; Environmental Science Education Building (Ellington Site)</td>
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<td>UTK - Academic and Instructional Support Facility (Melrose)</td>
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<td>UTIA - Interdisciplinary Research &amp; Education Greenhouses</td>
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<td>UTK - Life Sciences and Laboratory Facility (Walters Site)</td>
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<td><strong>TOTAL</strong></td>
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<td>13</td>
<td>UTC - Communications Classroom Building</td>
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<td>UTHSC - Medicine/Administration Building</td>
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<td><strong>TOTAL</strong></td>
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<td>UTK - Fire Safety Upgrades - Ph I</td>
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PRIORITIES

Capital Outlay
FY 2015-2016

UTIA – West Tennessee 4-H Center - Land Acquisition
This project is the acquisition of land for the new West TN 4-H Center in Middleton, TN. The center will be used year-round for youth and adult educational programs in areas of environmental and natural resources. Tennessee 4-H operates three Centers located throughout the state and has no presence in UT West Tennessee. (Total match in-hand)

UTK – Science Laboratory Facility (Cumberland & 13th Street)
This project will provide a new, approximately 222,000 GSF, multidisciplinary science laboratory facility at Cumberland Ave. and 13th Street. This facility will house research and teaching laboratories, U associated support services, faculty and departmental offices, and a vivarium. In FY2012-2013, $3M was U approved for planning of this project. (Total match committed from facilities fee revenues)

UTC – Academic Classroom Building Renovation (Lupton/Fine Arts)
This project expands space for the Departments of Art, Theater, and Music including associated classrooms and offices through the renovation of two existing buildings, Lupton Library and the Fine Arts U Center. The renovation of the 116,000 GSF Lupton Library includes replacement of all building systems U and finishes to accommodate general classrooms, Arts & Science offices, and other academic spaces. U This renovation of the 72,300 GSF Fine Arts Center includes upgrades to the building’s structure and U systems and renovation of two large theaters and the art, theater, and music wings. (Total match in-U hand with private gifts and UC Foundation commitment)

UTHSC – Dentistry Faculty Practice/Research Building
This project will construct a new College of Dentistry building comprised of approximately 66,000 GSF. U The building will connect to the existing Dunn Dental Building which will require some renovations to U the existing building as well as creating a connector. The building will contain the offices of the Dean of U the College of Dentistry, the College of Dentistry Faculty Practice, the Dental Hygiene Clinic, and all U clinical simulators that are currently located in the General Education Building. (More than total U required match in-hand)

UTK - Engineering Services Facility
This project will provide spaces for student services for the College of Engineering and research and U instructional space for the Nuclear Engineering Department. The building location will be in the vicinity U of Berry Hall, Estabrook Hall, and Pasqua buildings and require the demolition and/or repurposing of U these buildings. (Partial match in-hand)

UTIA – Energy and Environment Science Education Building (Ellington Site)
The site for this new project is the current location of the Ellington Plant Science Building which will be U demolished. The new building will house teaching laboratories, research/public service labs, offices, new U classrooms, 500 seat-teaching and learning center with appropriate support facilities and space for a U partnering agency allowing for collaborations between agencies and academia. Included will be a new U surge building (20,000 GSF) and renovation of existing building (McCord Hall) to accommodate adequate U surge space. In FY 2012-2013, $2M was approved for planning of this project. (Total match in-hand with U reserves and committed future lease payments)
FY 2016-2017

UTM – New Classroom Building (STEM)U
This project will provide for the construction of a new 120,000 square foot classroom/lab building. The U new building will serve as home to the Engineering, Chemistry, Computer Science, Math & Statistics, and U Physics departments.

UTK – Academic & Instructional Support Facility (Melrose) U
This project will provide for a new, approximately 193,000 GSF facility which will house the student U success program, the writing lab, the Center for International Education and state of art instructional U spaces. A portion of the existing building will be demolished while other portions are planned for reuse. U In FY2012-2013, $3M was approved for planning this project.

UTIA – Interdisciplinary Research & Education Greenhouses U
This project will provide funding to replace antiquated greenhouses critical to research activities.

UTK – Life Sciences & Laboratory Facility (Walters Site)U
This project will construct a new life sciences building approximately 250,000 GSF to contain new U laboratory space critical to basic research. It will also contain instructional space along with faculty and U staff support services. The existing (Walters Building) will be demolished to make the site available for U the new building. U

FY 2017-2018

UTC – Health Science Building U
This project will construct a new, approximately 160,000 GSF, health sciences laboratory facility. This U facility will address the projected regional workforce growth in the health sciences fields (Nursing, U Physical therapy, Occupation therapy and related programs) now limited by the program space and is U consistent with the campus master plan.

UTM – Fine Arts Renovation & Addition Ph IIU
This project will provide the second phase of the addition and renovation to the Fine Arts Building and U includes a new music recital hall and theater renovation/enhancement.

UTC – Communications Classroom BuildingU
This project will demolish Frist Hall and construct a new 100,000 GSF building to house the U communications department, the campus TV studio, the UTC radio station and general classrooms.U

FY 2018-2019

UTK – Classroom & Laboratory Facility (Harris Building)U
This project will renovate the existing Jessie Harris building. Occupants of Nutrition and U Science/Teaching Laboratories will remain the same. Last renovated in 1959, the 1926 building is in U need of modernization for the demands of a 21st century University.
UTK – Nursing Building Renovation and Addition
This project will add 55,000 additional GSF of space to address increasing college enrollment and U provide capacity for additional course offerings. The project will also provide renovation of U approximately 41,807 GSF.

**FY 2019-2020**

UTHSC – Medicine/Administration Building
This project will construct a new College of Medicine Building comprised of approximately 160,000 GSF. U Also, the project will construct a new Administration Building comprised of approximately 80,000 GSF.

UTC – Life Science Laboratory Facility
This project will construct approximately 160,000 GSF life sciences laboratory facility, as an addition to U Grote Hall or a free standing facility. This facility will address the program growth in all life sciences U fields now limited by existing space in Holt Hall. This building will address the expanded mission and U growth of the wet lab sciences.

**Capital Maintenance FY 2015-2016**

UTK – Fire Safety Upgrades – Ph IU
This project will provide fire safety upgrades to multiple buildings possibly including but not limited to U Ferris Hall, Perkins Hall, Nielsen Physics, Dabney/Buehler, Austin Peay, College of Nursing, Jessie Harris, U and Earth and Planetary Sciences.

UTIA – Ag Research and Extension - Roof Replacements
This project will replace approximately 94,000 GSF of roofs at (9) Institute of Agriculture Research and U Educational Centers (REC) locations Statewide. Facilities include offices, shops, sheds and residences. U This project will also include roof replacement for Ag Extension-Eastern Region Office-Downtown West U 10,000 GSF (Knoxville) and 5 buildings at Clyde York 4-H Center (Crossville).

UTM – EPS Improvements – Ph IU
This project will replace 2 AHU's that serve the labs on the second and third floor and some U offices/classrooms for the center and west wing. Ceilings, lights, and flooring will be replaced as U needed. The existing penthouse will be renovated as needed to accommodate the new AHU's. U Mechanical equipment will be replaced in the existing mechanical room as needed.

UTHSC – Security Upgrades – Ph IU
This project will upgrade and add security cameras and wireless keyless access to various E&G buildings U and rooms on campus. This project will also create an emergency operations center in the General U Education Building.

UTC – Guerry Center Improvements
This project will replace the HVAC system, upgrade plumbing, replace building and service electrical U systems, upgrade lighting, replace building finishes and correct drainage problems. A major asbestos U abatement will be required, as will ADA and life safety code upgrades. Windows will be replaced, U masonry repairs made, new roof, and additional drainage scrubbers may be required. The interior space U will be remodeled to house the Honors College.
UTK/UTSI – Building Improvements
This project will make improvements to the Main Academic Building, Propulsion Research Facility, U Building 8122, Building 8101, Building 8103, and will provide some campus safety improvements. Main U Academic Building improvements include upgrading an elevator, upgrading auditorium seating, U replacing windows, and upgrading classrooms. The other facility upgrades include HVAC replacement, a U roof replacement, site improvements, restroom upgrades and building system improvements.

UTM – Electrical Distribution Upgrades
This project will provide additional re-closures and sensing devices along the campus electrical U distribution system. This will provide the opportunity to isolate the faults that occur in the distribution U system thereby preventing widespread outages to the entire campus. Some overhead electrical will be U placed underground to continue with the campus underground distribution system.

UTIA – College of Vet. Medicine Bldg. Improvements – Ph IIU
This project will provide for improvements to the Veterinary Medical Center. Windows, skylights, U portions of the HVAC and lighting systems will be replaced. Emergency power, caging, freezers and U coolers will also be replaced.

UTC – Cadek Hall Improvements
This project will replace building and service electrical systems, replace the HVAC system, upgrade U restrooms, plumbing and lighting, replace the ceiling, building finishes, doors, hardware, and windows, U and correct drainage problems. Building envelope repairs will be completed. Major asbestos U abatement will be required, as will ADA and life safety code upgrades. Some mold abatement will be U required.

UTHSC – GEB Improvements - Ph IIU
This project will renovate B section of the building to include upgrades to the existing classroom spaces U with new ceilings, lights and HVAC. This project will also upgrade the Dental Simulation area as needed.

UTK – Window Replacements
This project will replace windows in Dabney/Buehler, Nielsen Physics, Ferris Hall, Dougherty U Engineering, Jessie Harris, and Earth and Planetary Sciences.

Capital Maintenance FY 2016-2017

UTM – EPS Improvements – Ph IIU
This project will provide for a general upgrade and renovation of four chemistry labs including furniture, U HVAC exhaust systems, and fume hoods. This project includes rooms 314 (last renovated 1983); 330 U (1983); 332 (1983); and 302 (1975).

UTIA – Ridley 4-H Center Improvements
This project will replace roofs, windows, siding, ceilings and lighting. It will also upgrade all bathrooms U (ADA Compliant) and HVAC components in (10) dormitories and pool house at the William P. Ridley 4-H U Center in Columbia, TN.
UTK – Fire Safety Upgrades – Ph IIU
This project will provide fire safety upgrades to multiple buildings possibly including but not limited to U Ferris Hall, Perkins Hall, Nielsen Physics, Dabney/Buehler, Austin Peay, College of Nursing, Jessie Harris, U and Earth and Planetary Sciences.

UTC – Macellan Improvements
Public restrooms will be upgraded and incorporate ADA requirements. Electrical service will be replaced and upgraded. Office HVAC units, main & auxiliary gym AHUs & exhaust fans, and the domestic hot water U heating system will all be replaced. Building finishes, furnishings, signage, south windows and exterior doors will be replaced and building sidewalks repaired. Exterior concrete columns will be repaired, electrical, U mechanical and plumbing will be replaced in the former pool area. The pool footprint will be used to house various student service functions. ADA/Life Safety code requirements will be addressed. Windows and U exterior doors will be replaced. If funds allow, bleachers in the main gym will be replaced.

UTHSC – Security Upgrades – Ph IIU
This project will upgrade and add security cameras and wireless keyless access to various E&G buildings and rooms on campus. This project will also create an emergency operations center in the General U Education Building.

UTK – Infrastructure Improvements
This project will upgrade sanitary and storm water collection systems in the Ayres Hill and Ag Campus areas of campus and upgrade service between main systems and buildings. This project will also U upgrade natural gas distribution in the Ayres Hill area.

UTM – Paul Meek Library HVAC Improvements
This project includes the modification of the AHU’s 1-4 for dehumidification controls. It includes U replacing all existing VA controllers and upgrade of the building BMS to the Honeywell Symmetry software. This project will also add a separate AHU for the 24 hour study room. This project will replace U one existing 650 ton chiller with an 850 ton or higher chiller in the North Chiller plant.

UTC – Elevator Upgrades
This project will upgrade or replace elevators in Metropolitan Building, Lupton Building, Doctors U Building, Brock Hall, Fletcher Hall, Davenport Building, and University Center. Work will range from U controls upgrades to full modernization and replacement of elevator equipment.

UTIA – Clyde York 4-H Center Improvements
This project will make improvements to the interior and exterior of (8) dormitories which includes U renovations to (16) restrooms, improvements will also comply with accessibility code standards.

UTHSC – Campus Restroom Upgrades
This project will upgrade all restrooms on campus, installing new counters, sinks, faucets, urinals, toilets, U lighting, and replace stall partitions. Restrooms will be up to current code standards, and ADA U accessible.
UTK – Sidewalk Repairs and Upgrades
This project will replace and add sidewalks in high traffic pedestrian areas of Campus: From Alumni U Memorial Building to the intersection of Lower Middle and Estabrook Road; South side of Science U Engineering; Estabrook Road in front of Pasqua Nuclear Engineering and Estabrook; From Hesler Biology U to the intersection of Circle Drive and Middle Way Drive; and The south side of South College.

UTC – Roof Replacements
This project will provide roof replacement for the following composition shingled roofs approaching or exceeding their service life. Race (9,020 sf), Hooper (9,020 sf), Founders (4,500 sf), Patten Chapel (4,230 U sf), Danforth Chapel (1,480 sf). The simulated slate product on the EMCS Building (61,500 sf) also must U be replaced.
THE UNIVERSITY OF TENNESSEETT
BOARD OF TRUSTEES TT

ACTION ITEM TT

DATE: T October 2, 2014 T

COMMITTEE: T Finance and Administration T

CAMPUS/INSTITUTE: T AIT

ITEM: FY 2015-16 Revenue/Institutionally Funded Projects T

RECOMMENDATION: T Approval T

PRESENTED BY: T Charles M. Peccolo, Treasurer and Chief Financial Officer

The administration has developed the revenue-funded projects listed on the following summary for inclusion in the FY 2015-16 State of Tennessee Budget Document. Identified projects total $71,550,000. Although, no state funds are requested, legislative approval of the projects is required. The administration seeks approval of these projects prior to submitting them to the Tennessee Higher Education Commission to begin the legislative approval process. The administration also seeks authorization to enter into contracts for design and construction for these projects within available funds.

The administration also seeks authorization to enter into contracts for design and construction associated with revenue/institutionally funded projects subsequently identified during the fiscal year. Any subsequently identified projects will be approved by the President and reported to the Board of Trustees at its next regularly scheduled T meeting.

MOTION: T

That the Revenue/Institutionally Funded Projects for FY 2015-16 be approved, with authorization to enter into contracts for design and construction of these projects, within available funds, and, with the approval of the President, for design and construction of other revenue/institutionally funded projects identified during the fiscal year within available funds.
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Revenue/Institutionally Funded Projects

UTC – Campus Site Improvements
This project will install pedestrian walking surfaces, lighting, trees/planting, retaining walls site furniture, and a vehicle turnaround to enhance pedestrian safety in the areas of, but not limited to, Oak Street, Vine Street, and McCallie Ave.

UTC – Engel Intramural Sports Complex
This project will develop an 11-acre site as an intramural park with up to four multi-purpose fields, up to four additional tennis courts, a clubhouse, disc golf and a walking track.

UTC – Academic Classroom Building Renovation (Lupton/Fine Arts) (Planning)
This project expands space for the Departments of Art, Theater, and Music including associated U classrooms and offices through the renovation of two existing buildings, Lupton Library and the Fine Arts U Center. The renovation of the 116,000 GSF Lupton Library includes replacement of all building systems U and finishes to accommodate general classrooms, Arts & Science offices, and other academic spaces. The renovation of the 72,300 GSF Fine Arts Center includes upgrades to the building’s structure and U systems, and renovation of two large theaters and the art, theater, and music wings.

UTC – Johnson Obear Apartments Utility Connections
This project would provide connections from the distribution manhole to both Johnson Obear phase 1 & U 2 mechanical rooms; add heat exchangers for heating hot water and domestic hot water; and tertiary U pumps for chilled water.

UTHSC – Dentistry Faculty Practice/Research Building (Planning)
This project will construct a new College of Dentistry building comprised of approximately 66,000 GSF. The building will connect to the existing Dunn Dental Building which will require some renovations to U the existing building as well as creating a connector. The building will contain the offices of the Dean of U the College of Dentistry, the College of Dentistry Faculty Practice, the Dental Hygiene Clinic, and all U clinical simulators that are currently located in the General Education Building.

UTHSC - Boling CDD Demolition
Demolition of the Boling Center for Developmental Disabilities Building. The building was built in 1966 and has 159,900 sq. ft.

UTHSC – Hyman Building Renovations
This project will renovate existing offices into new faculty or staff offices. This project will also replace outdated mechanical and electrical components in each space. The Hyman Building was built in 1953, U with approximately 50,900 GSF.

UTHSC – Johnson Building Renovations
This project will renovate existing labs and offices into new faculty or staff offices and labs. This project U will also replace outdated mechanical and electrical components in each space. The Johnson Building U was built in 1946, with approximately 73,900 GSF.
UTHSC – Van Vleet Building Renovations
This project will renovate existing offices into new faculty or staff offices. This project will also replace outdated mechanical and electrical components in each space. The Van Vleet Building was built in 1950, with approximately 81,200 GSF.

UTHSC – Wittenborg Lab Renovations
This project will renovate existing offices into new faculty or staff offices. This project will also replace outdated mechanical and electrical components in each space. The Wittenborg Building was built in 1926, with approximately 64,300 GSF.

UTIA – ETREC – Organic Crops Unit Restroom Facility
This project will provide a restroom facility for men and women for faculty, staff and the general public and will be ADA accessible.

UTIA – Ridley 4-H/Center for Profitable Agriculture
This project will construct a new administrative/office building on a centrally located site. The new facility will include typical office functions consisting of reception, offices, conference and work rooms, first aid, support space and a parking area. This facility will include staff from the 4-H Center and the U Center for Profitable Agriculture.

UTIA – UT Garden Discovery Center
This project will enhance programming and community activities for gardening and horticulture. The new center will consist of offices, classrooms, demonstration areas and a research lab.

UTK – Campus Beautification Projects – Volunteer Boulevard – Ph II
This project will improve Volunteer Boulevard from West Cumberland Ave. to East Cumberland Ave. This project phase will improve landscaping on Volunteer Boulevard from Circle Park to UT Drive (2,800 U linear feet)

UTK – Campus Beautification Projects (2015 – 2016)
This project will provide for several projects toward the continuing campus initiative to improve the aesthetics landscaping and site amenities.

UTK – Neyland Stadium Improvements
This project will provide the maintenance of Neyland Stadium with such items as, but not limited to, painting, waterproofing, graphics, handrail replacement, and walking surfaces improvements.

This project will provide fire safety upgrades to multiple buildings possibly including but not limited to Morgan Hall, Student Services, Communications, Andy Holt Tower, McClung Tower, Health Physical U Education and Recreation, and Jane and David Bailey.

UTK – Ag Campus Parking Garage
This project will construct an 800 space parking garage on the Ag Campus on the site of Racheff U Greenhouse. Access roads to the north and south will be improved. The project will construct a U replacement greenhouse.
UTK – Engineering Services Facility (Planning)
This project will provide spaces for student services for the College of Engineering and much needed research and instructional space for the Nuclear Engineering Department. The building location will be in the vicinity of Berry Hall, Estabrook Hall, and Pasqua buildings. The demolition and/or repurposing of these buildings will be necessary for this facility.

UTM – Ellington Hall Roof Replacement
This project will replace the existing ballasted EPDM (1994) roof on the Ellington Dorm (105,800 sq. ft.) with a new modified bitumen roof system.

UT – Cherokee Farm – Parking Lot Development
This project will develop a 200 space parking lot to serve the Cherokee Farm research area.
THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

ACTION ITEM

DATE: October 2, 2014
COMMITTEE: Finance and Administration
RECOMMENDATION: Approval
PRESENTED BY: Charles M. Peccolo, Treasurer and Chief Financial Officer

In accordance with the Board-approved policy on University Aircraft, the following Annual Flight Operations Report is presented for the Board’s review and approval.

MOTION:

That the FY 2014 Annual Flight Operations Report be approved as presented in the meeting materials.
THE UNIVERSITY OF TENNESSEEET
FY 2014 UT FLIGHT OPERATIONS REPORT

This FY 2014 University of Tennessee Flight Operations report is presented to annually to the UT Board of Trustees in accordance with university Fiscal Policy T 735, University Aircraft.

The UT Flight Operations Department provides university personnel and guests with safe, reliable and efficient flight services using the UT plane and various charter flight operators as appropriate. In FY2014, the UT plane was flown 391.6 flight hours, a 5.3% increase over FY2013. These hours were flown during 446 separate flights, a 13% increase over FY2013. A total of 256 legs for 57.4% were flown between Knoxville and Nashville or UT entities. That compares with the 70% norm of recent years.

A total of 795 passengers were carried, an 11.8% increase over FY2103. This provided service to 268 different individuals.

A new aircraft scheduling program, called flyUT, was written by personnel at the System Administration Office of Information Technology with the intent to more effectively communicate the availability of the UT plane to potential users. Implementation of the program began in May 2014. Going forward, it will become an increasingly effective tool in scheduling the UT plane.

Since its acquisition in March, 2008, the UT plane, a 2008 Beechcraft King Air T 350, has given exceptional and reliable service. During FY2014, no scheduled flights were cancelled due to maintenance deficiencies. Prompt attention was given to maintenance issues as they arose in order to ensure the plane was available for subsequent departures.

As the plane completed its 6th year of service in March 2014, an overhaul of the landing gear was required and completed. The labor and materials for this overhaul added about $42,020 to the maintenance expenses for FY 2014. This is a recurring maintenance requirement every 6 years.
The operating cost of the UT plane is funded from departmental recoveries and T support from the system and athletics. TUniversity departments paid $950 per flight T hour during FY\textsuperscript{2014}, which funds the \textsuperscript{Variable} operating and routine maintenance T costs. The system funds pilot salaries, benefits and extraordinary maintenance. T

In FY\textsuperscript{2014}, the Tcost Tof Trunning Tthe TUT \textsuperscript{Flight} Operations TDepartment Twas T $765,560. Major expenditures include pilot salaries and benefits of $300,210, fuel T cost of $217,063Tand $150,041Tfor Tmaintenance and repairs. The cost of fuel T averaged $554 per flight hour, which was about 2.4\% lower than FY 2013.T

In May 2014, TJames Liddle, a pilot with 4 years of service Tto the University, T accepted a pilot position elsewhere. His loyalty and dedication to the University is T much appreciated. After a personnel search, TSteven Martin Twas identified as a T qualified Tand Tcapable Treplacement Twho Twill Tbegin Tthis Tflying Tcareer Tfor Tthe TUniversity in mid-August 2014.T

In utilizing the UT plane, passengers make much more efficient and productive T use of their time, especially while traveling within Tennessee. Most destinations T within the state are not served by commercial airlines. On other Ttrips, the flight T schedules of the airlines cannot accommodate the needs of the travelers.T

We continue to make every effort to use the UT plane before making use of T charter flight services. T However, those charter flight services are essential to T meeting the travel needs of the University. In FY\textsuperscript{2014}, the University contracted for charter flights valued at $870,504. The primary departmental user of charter T aircraft is men’s athletics, especially during the football recruiting periods, when T more than one airplane is required on most recruiting days. Charter flight services T provide that additional required capacity.

Throughout 2013, TIn conjunction with Tthe Purchasing Department, we worked to T identify and establish a viable and more cost effective charter flight provider. At T the conclusion of Tthe process in December 2013, TGrande Aviation, based at T McGhee-Tyson Airport, Twas awarded a contract for charter flight services. Their T local presence is expected to help reduce future charter flight costs.T

For the UT \textsuperscript{Flight} Operations TDepartment, FYT2014 Twas a year of continued T excellent service Tprovided to the University. TIn addition to maintaining the highest T safety standards, we continue to emphasize strong customer service and promote T the most efficient use of the UT plane.
UT Flight Operations (UT Plane)R
Operating Costs per Operational HourR
FY 2010-2014

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<td>Departmental RecoveriesR</td>
<td>$367,485R</td>
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<td>System Support (1)R</td>
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<td>Athletic Support (2)R</td>
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<td>Total Recoveries/SupportR</td>
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<td>791,309R</td>
<td>713,638R</td>
<td>594,750R</td>
<td>536,939R</td>
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<td>Salaries &amp; BenefitsR</td>
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<td>Contract Pilots/Extra ServiceR</td>
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<td>FuelR</td>
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<td>Misc Operational ExpR</td>
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<td>1,587R</td>
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<td>Total ExpendituresR</td>
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<td>$713,638R</td>
<td>$594,750R</td>
<td>$536,939R</td>
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<th>2012</th>
<th>2011</th>
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<td>391.60R</td>
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<tr>
<th>Capital MaintenanceR</th>
<th>Cost per hour to operate (3) (without R capital maintenance)R</th>
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<td>1,954.96R</td>
<td>2,128.32R</td>
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(1) System Support covers salaries, benefits, and capital maintenance/enhancements.R
(2) Direct support from Knoxville athletic department.R
BOARD OF TRUSTEES
THE UNIVERSITY OF TENNESSEE

ACTION ITEM

DATE: October 3, 2014

COMMITTEE: Academic Affairs and Student Success

CAMPUS/UNIT: UT Knoxville

ITEM: Grant of Tenure to Six UT Knoxville Faculty Members under Expedited Procedures

PRESENTED BY: Joseph A. DiPietro, President

The Board Policy on Academic Freedom, Responsibility and Tenure provides for expedited consideration and grant of tenure in exceptional circumstances, such as when an individual with outstanding credentials recruited from another institution where he or she holds tenure or its equivalent. The policy calls for completion of all the steps in the normal review process--review by tenured professors in the base department followed by formal recommendations by the department head, dean, chief academic officer, Chancellor, and President--but allows those steps to be accomplished on an accelerated schedule.

By supporting materials summarized in the following memorandum, Chancellor Jimmy B Cheek has recommended to President DiPietro that six members of the UT Knoxville faculty who meet the above criteria be granted tenure under the expedited procedures. The faculty members being recommended for tenure are:

Dr. Julie Andsager, Professor of Journalism and Electronic Media, College of B Communication and Information;

Dr. Islam El-adaway, Associate Professor of Civil and Environmental Engineering, College of Engineering;

Dr. Colleen Jonsson, Professor of Microbiology, College of Arts and Sciences, and B Director of NIMBioS; appointment at UTK starts January 1, 2015;

Dr. Richard L. Pacelle, Jr., Professor and Department Head of Political Science, B College of Arts and Sciences;
Dr. John David Schmisseur, Professor of Mechanical, Aerospace and Biomedical Engineering, College of Engineering; and B

Mr. Jason Young, Professor and Director of the School of Architecture, College of B Architecture and Design.B

All the steps in the tenure review process outlined in Board policy have been completed B for these faculty members, and all were recommended for tenure at each level of B review. B President DiPietro fully concurs in the Chancellor’s recommendation and B requests that the Board of Trustees approve the granting of tenure to these outstanding B faculty members who have been recruited to key positions at the University For Dr. B Jonsson, Dr. Pacelle and Mr. Young, the grant of tenure would be only in their Faculty B appointments, not in their administrative appointments. B

MOTION:G

(1) That tenure be granted to Julie Andsager in her faculty appointment in the G Department of Journalism and Electronic Media at The University of Tennessee, G Knoxville.G

(2) That tenure be granted to Islam El-adawyGn his occupancy appointment in the G Department of Civil and Environmental Engineering at The University of Tennessee, G Knoxville.G

(3) That tenure be granted to Colleen JonssonGn her occupancy appointment in the G Department of Microbiology at The University of Tennessee, Knoxville.G

(4) That tenure be granted to Richard L. Pacelle, Jr. in his faculty appointment in the G Department of Political Science at The University of Tennessee, Knoxville.G

(5) That tenure be granted to John David Schmisseur in his faculty appointment in the Department of Mechanical, Aerospace and Biomedical Engineering at The G University of Tennessee, Knoxville.G

(6) That tenure be granted to Mr. Jason Young in his occupancy appointment in the G College of Architecture and Design at The University of Tennessee, Knoxville.
August 11, 2014

TO:   Joseph A. DiPietro, President
FROM: Jimmy G. Cheek, Chancellor
RE:   Tenure Review for the Executive and Compensation Committee Meeting on September 10, 2014

The University of Tennessee at Knoxville is requesting expedited tenure review for six new faculty members according to Appendix D of the University of Tennessee, Board of Trustees Policies on Academic Freedom, Responsibility, and Tenure. Dr. Julie Andsager, Professor of Journalism and Electronic Media, in the College of Communication and Information; Dr. Islam El-adaway, Associate Professor of Civil and Environmental Engineering, in the College of Engineering; Dr. Colleen B. Jonsson, Professor of Microbiology, in the College of Arts and Sciences and Director of NIMBioS; Dr. Richard L. Pacelle Jr., Professor and Department Head of Political Science, in the College of Arts and Sciences; Dr. John David Schmisseur, Professor in Mechanical, Aerospace, and Biomedical Engineering and H.H. Arnold Chair of Excellence at the University of Tennessee Space Institute, in the College of Engineering; and Mr. Jason Young, Professor and Director of the School of Architecture, in the College of Architecture and Design.

**Dr. Julie Andsager** was recruited from the University of Iowa, as Professor of Journalism and Electronic Media, in the College of Communication and Information, beginning August 1, 2014. She was hired by the University of Iowa in 2003 as an Associate Professor of Journalism and Mass Communication, and was promoted to Professor in 2008. She began her academic career at Middle Tennessee State University as an Instructor in the Department of Journalism in 1993 and then was hired as an Assistant Professor there in 1995. Following her time at Middle Tennessee State University, she was hired as an Assistant Professor at Washington State University and was tenured there as an Associate Professor in 2000. She completed her Ph.D. in Communications, from the University of Tennessee, in 1993.

Dr. Andsager’s research focus is on how media, specifically news media, presents messages related to health, how individuals consume and interpret those messages, and how news consumption informs public opinion. She is highly respected in her field and has an impressive academic record. She has co-authored more than 40 refereed journal articles in many top journals, as well as two books with a third single author book under revision. She has an extensive service record and has taught a good variety of courses, both graduate and undergraduate, and she has chaired several graduate-level committees. She has an outstanding national and international reputation.
Executive and Compensation, Tenure Review
August 11, 2014

The unanimous vote of the tenured Journalism and Electronic Media faculty (9-0-0), along with the support of the Director and Dean warrant her being awarded tenure at the University of Tennessee.

**Dr. Islam El-adaway** was recruited from Mississippi State University, as Associate Professor of Civil and Environmental Engineering, in the College of Engineering, beginning August 1, 2014. He was hired by Mississippi State University in 2008 as an Assistant Professor with a joint appointment in Civil and Environmental Engineering and the Program of Building Construction Science. His appointment transferred completely to Civil and Environmental Engineering in early 2012, and was promoted to Associate Professor in mid-2012. He completed his Ph.D. in Civil Engineering, from Iowa State University, in 2008.

Dr. El-adaway’s research focus is in construction. His scholarly record includes one book and 24 refereed journal articles in major publications within the field, with several other articles in various stages of progress, and he has been active in conference presentations and publications. He has a solid funding and service record, and he was recently appointed the Richard A. Rula Endowed Professor of Construction Engineering and Management, at Mississippi State University, for excellent contributions in developing and advancing the specialty area of Construction Engineering and Management at regional, national, and international levels. El-adaway has several other honors and awards in his portfolio. He has a strong teaching record and has graduated two Ph.D. and two M.S. students. He also has five Ph.D. and three M.S. students currently in process.

The favorable vote of the tenured Civil and Environmental Engineering faculty (8-5-0), along with the support of the Department Head and Dean warrant his being awarded tenure and at the University of Tennessee.

**Dr. Colleen B. Jonsson** was recruited from the University of Louisville, Kentucky, as Professor of Microbiology, in the College of Arts and Sciences, and Director of NIMBioS, beginning January 1, 2015. She was hired by New Mexico State University in 1993 as an Assistant Professor of Chemistry and Biochemistry, and was promoted to Associate Professor in 1999. She then moved into her full-time research career at the Southern Research Institute, in 2003, as a Senior Research Scientist in Biochemistry and Molecular Biology. In 2004, she was promoted to Director of the Department of Emerging Pathogens at the Southern Research Institute, and then again to Program Leader of the Emerging Infectious Disease Research in the Drug Discovery Division in 2006. She began her tenure as Professor in Microbiology and Immunology at the University of Louisville, Kentucky, in 2008. She completed her Ph.D. in Biochemistry, from Purdue University, in 1990.

Dr. Jonsson’s research focus is on highly pathogenic RNA viruses, particularly the infamous Hantavirus family. She has an impressive scholarly record, with 87 refereed journal articles, as well as 6 patents, and millions of dollars from federal and other agencies in research funding, and numerous honors and awards. She has a strong record of teaching both graduate and undergraduate students, and she has served on several
national and international review boards. As expected, she also has an outstanding national and international reputation.

The unanimous vote of the tenured Microbiology faculty (10-0-0), and the Arts and Sciences College Committee (5-0-0), along with the support of the Department Head and Dean warrant her being awarded tenure and at the University of Tennessee.

Dr. Richard L. Pacelle, Jr. was recruited from the Georgia Southern University, as Professor and Department Head of Political Science, in the College of Arts and Sciences, beginning August 1, 2014. He was hired by Indiana University in 1985 as an Assistant Professor. He then moved to the University of Missouri – St Louis in 1991, and was promoted to Associate Professor in 1997. He was hired as a Professor by Georgia Southern University in 2003. He received his Ph.D. from Ohio State University, in 1985.

Dr. Pacelle’s expertise is in the field of law and courts. He has a solid scholarly record, with four books, nine refereed journal articles, 11 book chapters, and 27 book reviews. His 2011 book, published by Cambridge University Press, is said to be “one of the best books on Supreme Court decision making ever published.” He is currently contracted to publish a new book on agenda and policy change in the Court. Pacelle has given a large number of convention presentations, and has a good service records that includes involvement on countless panels regarding courts and policy. He has a strong record of teaching at both undergraduate and graduate levels, and is considered an accomplished teacher who had experience using simulations and other innovative classroom techniques. He also has considerable experience teaching in study abroad programs, and is well known and respected by his peers.

The unanimous vote of the tenured Political Science faculty (12-0-0), and the Arts and Sciences College Committee (5-0-0), along with the support of the Department Head and Dean warrant his being awarded tenure and at the University of Tennessee.

Dr. John David Schmisseur was recruited from the Air Force Office of Scientific Research, where he was a Program Manager for Aerothermodynamics and Turbulence in the Aerospace, Chemical, and Materials Sciences Directorate, since 2001, and the Chief of the Energy, Power, and Propulsion Sciences Division. He was also the Program Manager for Flow Control and Aeroelasticity (2005, 2007-2009) and for Test and Evaluation (2006-2007, 2008) under the same Directorate. Prior to that, he was a Research Aerospace Engineer in the Computational Sciences Branch of the Air Vehicles Directorate from 1998-2001 and in the Experimental Operations and Diagnostics Branch of the Air Vehicles Directorate from 1997-1998 under the Air Force Office of Scientific Research. He completed his Ph.D. in Aeronautics and Astronautics from Purdue University in 1997.

Dr. Schmisseur’s research focus is high-speed aerodynamics. He is an accomplished researcher and scholar, and has received several awards from the Air Force. Last year, he was elected fellow of the Air Force Research Lab, an honor that is bestowed to only 0.2% of their professional technical staff. He has 18 conference papers and technical reports, eight refereed articles, three proceedings from international symposia, and has given
Executive and Compensation, Tenure Review
August 11, 2014

seven keynote lectures. He has an impressive service record, including the current Deputy Director of the Aerospace Sciences Group of the American Institute of Aeronautics and Astronautics, present member of the NATO Research and Technology Organization’s AVT 205 group, and service on multiple panels for NASA. He has been an advisor for junior investigators and a mentor for new program managers, and also helped increase the number of women Principal Investigators supported under the Air Force portfolio by 500%.

The favorable vote of the tenured Mechanical, Aerospace, and Biomedical Engineering faculty (12-0-1), along with the support of the Department Head and Dean warrant his being awarded tenure at the University of Tennessee.

Mr. Jason Young was recruited from the University of Michigan, as Professor and Director of the School of Architecture, in the College of Architecture and Design, beginning June 30, 2014. He was hired as an Assistant Professor by the University of Michigan in 1996, and was promoted to Associate Professor in 2003. He was then appointed as the Helmet F. Stern Professor in 2012. He was appointed by the University of California as a Visiting Associate Professor of Practice for fall 2013. Prior to his tenure-track appointment at the University of Michigan, he worked there as a Visiting Assistant Professor of Architecture from 1993-1996. He received his Master of Architecture from Rice University, in 1992.

Mr. Young is known for the award-winning quality of his architectural design-build work. He has a good funding record, and his scholarly record includes three books, four book chapters, five journal articles, seven refereed presentations, and five refereed exhibitions. Young has given 15 invited lectures and eight invited exhibitions. He has won numerous teaching awards linked to his evolving and innovative teaching techniques and has a solid record of teaching and service.

The unanimous vote of the tenured School of Architecture faculty (4-0-0), and the Architecture and Design College Committee (3-0-0), along with the support of the Department Head and Dean warrant his being awarded tenure and at the University of Tennessee.

Each individual was carefully selected for his or her respective position. In each case, however, the search process and subsequent negotiations with the candidates of choice did not conclude in time to present them to the Board of Trustees at its last meeting. Therefore, I request their review at the next meeting of the Executive and Compensation committee of the University Of Tennessee Board Of Trustees. Please do not hesitate to contact me if you have any questions.

cc: Katie High
    Susan Martin
THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

ACTION ITEM

DATE: October 3, 2014

COMMITTEE: Academic Affairs and Student Success

CAMPUS/UNIT: UT Institute of Agriculture

ITEM: Grant of Tenure to an Institute of Agriculture Faculty Member under Expedited Procedures

PRESENTED BY: Joseph A. DiPietro, President

The Board Policy on Academic Freedom, Responsibility and Tenure provides for the expedited consideration and grant of tenure in exceptional circumstances, such as when an individual with outstanding credentials is recruited from another institution where he or she holds tenure or its equivalent. The policy calls for completion of all the steps in the normal review process—review by tenured professors in the base department followed by formal recommendations by the department head, dean, chief academic officer, chancellor, and President—but allows those steps to be accomplished on an accelerated schedule.

By supporting materials summarized in the following memorandum, Chancellor Larry T Arrington has recommended to President DiPietro that Dr. David W. Hughes, Professor of Agricultural and Resource Economics, who meets the above criteria, be granted tenure under the expedited procedures.

All the steps in the tenure review process outlined in Board policy have been completed for Dr. Hughes, and he was recommended for tenure at each level of review. President DiPietro fully concurs in the Chancellor’s recommendation and requests that the Board of Trustees approve the granting of tenure to this outstanding faculty member who has been recruited to a key position at the University.

MOTION:

That tenure be granted to David W. Hughes, his faculty appointment in the Department of Agricultural and Resource Economics at The University of Tennessee Institute of Agriculture.
September 5, 2014 S
S
S
TO: S S Joseph A. DiPietro, President S
S
FROM: S Larry R. Arrington, Chancellor S
S
RE: S S Tenure Review for the Executive and Compensation Committee S
S S Meeting on September 10, 2014 S
S
The University of Tennessee Institute of Agriculture is requesting expedited tenure S
review for a new faculty member according to Appendix D of the University of S
Tennessee, Board of Trustees Policies on Academic Freedom, Responsibility and Tenure. S
Dr. David W. Hughes has been recruited to the Department of Agricultural and Resource S
Economics. S
S
Dr. Hughes is coming to the University of Tennessee from Clemson University where he S
has provided leadership for the Institute for Economic and Community Development. S
Dr. Hughes began his career as Assistant Professor at Louisiana State University in 1991. S
He was promoted to Associate Professor in 1997. Dr. Hughes was recruited to West S
Virginia University in 2000 to join the Center for Community, Economics, and S
Workforce Development. He was promoted to Professor in 2003. He joined Clemson S
University in 2005. Dr. Hughes received his PhD in Agricultural Economics, from S
Washington State University in 1988. S
S
Dr. Hughes received a unanimous vote (10 for, 0 against) of the tenured faculty in the S
Department of Agricultural and Resource Economics. The Department Head and Dean S
fully support his being awarded tenure. S
S
With your approval, I request Board of Trustees Review at their next meeting. Please do S
not hesitate to contact me if you have any questions. S
S
cc: S Katie High S
S Catherine Mizell S
S Tim Cross S
S Delton Gerloff
THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

ACTION ITEM

DATE: T October 3, 2014 T

COMMIT EE: T Advancement and Public Affairs T

CAMPUS/UNIT: T All T

ITEM: Annual Report to the General Assembly A

RECOMMENDATION: T Approval T

PRESENTED BY: T Joseph A. DiPietro, President T

State law requires the Board of Trustees to submit an annual report to the Governor ten T days before the General Assembly convenes in January. The Governor then transmits T the report to the General Assembly. The report must include enrollment information, T financial information, and other information about the operations of the University.

The annual report for 2013-2014 is presented in the following pages T

MOTION: A

That the 2013-2014 Annual Report to the General Assembly be approved as presented A in the meeting materials, with authorization for the administration to update the A report with Fall 2014 enrollment data before presenting it to the Governor for a transmittal to the General Assembly.
Fifty-five percent by 2025. That’s Gov. Haslam’s goal for the number of Tennesseans with a degree. It’s a big jump from the current rate of 32 percent. To achieve this goal, we must all work together.

Alongside Tennessee Board of Regents institutions, the University of Tennessee is boosting degrees in our state by attracting, retaining and graduating our students.

More help is needed, however, to maintain momentum of the Complete College Tennessee Act, which rewards institutions for better performance. Education has to be a higher priority in the state. Through improved education at all levels, Tennessee can have a more competitive workforce and stronger future.

At the University of Tennessee, we’re taking a hard look at our business model and at how much students pay in tuition. We’re looking at every possible way we can be efficient, effective and entrepreneurial, whether that means saving on the cost to replace a roof or reorganizing an academic department, as some campuses have already done.

I look forward to 2015 and our drive to make education the best it can be in this state. All Tennesseans, current and future, deserve that opportunity.

All the best,

UT President Joe DiPietro

Does education matter to you? Speak up. Join our call for education to be a higher priority in Tennessee.
NUMBERS YOU SHOULD KNOW

$155 million
Estimated system-wide budget gap in 2025.¹

$2,349
Average net cost of tuition and mandatory fees for new freshmen at UT Knoxville, UT Chattanooga and UT Martin after subtracting the average amount for scholarships and grants.²

$4.6 billion
Estimated economic impact of UT on the Tennessee economy in FY 2013. UT also created or impacted about 75,000 jobs.

¹ Based on a 10-year projection of tuition increases of 3 percent, inflation of 3 percent and no increases in state appropriations.

² Based on a $7,920 average scholarship/grant award for UT system (UT Knoxville, UT Martin, UT Chattanooga) for the 75% of undergraduates that receive grants/scholarships.

51 percent of students graduate a UT campus with debt. The average UT debt at graduation was $22,100.

Nationally, an average of 71 percent of college graduates carry debt, with an average debt of $29,400 nationwide.³

³ Source: Institute for College Access and Success.
OUR FACULTY TEACH STUDENTS THROUGH HANDS-ON EXPERIENCES THAT PREPARE GRADUATES FOR CAREERS AND STRENGTHEN TENNESSEE’S WORKFORCE.

Julie Hill, associate professor of percussion at UT Martin, encourages students to form musical groups and create their own instruments. A UT Martin alumna, Hill is a recipient of the school’s most prestigious teaching honor, the Cunningham Outstanding Teacher/Scholar Award.
**TEACHING OUTSIDE THE CLASSROOM**

Rob Heller, professor in the School of Journalism and Electronic Media at UT Knoxville, takes his advanced photojournalism students to LaFollette, Tenn., each year for a special photography project on life in the town. An exhibit at the Tennessee State Museum honors the project’s 20th anniversary.

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**LEARNING BY HELPING**

Rosebelle Peters, a lecturer in nursing at UT Chattanooga, trains students through clinical practice, such as a health fair for the homeless that provided health screenings, flu shots and foot care.
OUR RESEARCHERS FIND SOLUTIONS THAT IMPROVE QUALITY OF LIFE FOR ALL OF TENNESSEE AND BEYOND.

Monica Jablonski, professor of ophthalmology at UT Health Science Center, and assistant professor Shankar Swaminathan and post-doc researcher Mallika Palamoor work with a compound to treat age-related atrophic macular degeneration that is delivered through nanoparticles injected in the eye.
ADVANCING ENERGY STORAGE TECHNOLOGY

Matthew Mench, Condra Chair of Excellence in mechanical engineering, at UT Knoxville and Thomas Zawodzinski, UT-Oak Ridge National Laboratory Governor’s Chair in electrical energy storage, are developing techniques to improve the performance and efficiency of vanadium flow batteries used to store wind or solar power.

BOOSTING AGRICULTURAL INDUSTRIES

Neal Schrick and Lannett Edwards, professors of animal science in the Institute of Agriculture, help the beef and dairy industries by promoting fertility in cows through their patented Embryo Guard technique, which protects embryos and helps cows carry to term.
Doug Bodary, County Technical Assistance Service consultant, and colleagues in the Center for Industrial Services help officials in Rutherford and other counties save money with more energy-efficient buildings.
**FUNDING SEEDS OF CHANGE**

Tim Campbell, UT Extension agent in Dyer County, works with the Commodities for Communities program, which allows farmers to donate some of their harvests to fund agricultural research, outreach and education.

**CLOSING GAPS IN HEALTH LITERACY AND ACCESS**

Paul Juarez and Patricia Matthews-Juarez, co-directors of the Research Center on Health Disparities, Equity and the Exposome at UT Health Science Center, focus on improving the health status among the poor and underserved in Memphis and across the state.
FINANCIALS / SOURCES OF CURRENT FUNDS FOR THE FISCAL YEAR ENDED JUNE 30, 2014

FEDERAL AND LOCAL APPROPRIATIONS $20,398,952.38
Appropriations received in support of the University’s land-grant missions, used primarily by the Agricultural Experiment Station and Tennessee Extension.

INDEPENDENT OPERATIONS $74,470,437.96
Revenues collected from UT Medical Center in Knoxville and the UT Foundation for leased employees.

OTHER $116,147,045.06
Revenues generated from sources not included in other classifications, such as sales and services by University departments and investment income.

AUXILIARY ENTERPRISES $206,143,803.44
Revenues from operations of auxiliary activities such as housing, dining halls, bookstores, parking and UT Knoxville athletics.

STATE APPROPRIATIONS $487,077,081.07
Legislative appropriations from the Tennessee General Assembly for current operations of the University.

TUITION AND FEES $573,319,527.91
Revenues collected from students; includes resident enrollment fees, program and service fees, extension enrollment fees and other fees.

GIFTS, GRANTS, AND CONTRACTS $580,112,787.50
Revenues from federal and non-federal granting entities and gifts restricted for specific purposes, primarily for sponsored research and training activities.

Total: $2,057,669,635.32
FINANCIALS / USES OF CURRENT FUNDS FOR THE FISCAL YEAR ENDED JUNE 30, 2014

LONG-TERM DEBT & OTHER TRANSFERS $64,169,183.99
Mandatory transfers for debt service and other transfers.

INDEPENDENT OPERATIONS $74,470,437.96
Expenditures for leased employees for UT Medical Center in Knoxville and the UT Foundation.

STUDENT SERVICES $85,814,221.61
Expenditures for student services including admissions, registrar, student activities, counseling, career guidance, student aid administration and health services.

INSTITUTIONAL SUPPORT $116,334,212.78
Expenditures for executive management, financial operations, personnel services, security, public relations, development activities and alumni relations.

PHYSICAL PLANT $123,892,535.04
Expenditures for the operation and maintenance of physical plant including utilities and service related to grounds and facilities.

PUBLIC SERVICE $129,650,660.03
Expenditures for non-instructional programs beneficial to individuals and groups external to the University.

AUXILIARY ENTERPRISES $159,167,545.77
Activities that furnish goods and services to students, faculty and staff. Includes mandatory transfers for debt service.

ACADEMIC SUPPORT $170,229,817.44
Expenditures for libraries, computing support and academic administration.

STUDENT AID $258,091,785.40
Scholarships and Fellowships awarded to students.

RESEARCH $264,215,844.12
Direct expenditures for sponsored research activities funded from federal, state, local and private sources.

INSTRUCTION $664,584,016.47
Includes all expenditures, including faculty and staff salaries incurred in connection with instruction programs for credit and non-credit courses.

Total: $2,090,620,260.61
At the end of fiscal year 2014, the amount of total funds invested for the benefit of UT stood at roughly $1.1 billion, an increase of $157 million over the previous fiscal year. Every asset class in which the University was invested generated positive returns, as the capital markets continued to benefit from the trends in place over the last few years: abundant liquidity, mild inflation, low default rates, and strong corporate earnings.

Five separate components comprise this capital base. Total endowments account for $806 million, which includes the Consolidated Investment Pool of $791 million, as well as $15 million of separate endowments. Chairs of Excellence are $139 million; the University of Chattanooga Foundation, $103 million; and Life Income Trusts, $50 million. The chart on page 12 shows these fund categories at each fiscal year-end for the past ten years.

The Consolidated Investment Pool (the Pool) is the largest component of invested funds and was established in 1954 to allow for the diversification and efficient investment of any endowment, regardless of size. As of June 30, 2014, the Pool produced a 12-month total return of approximately 17.4 percent, and 6.8 percent for the last 10 years. It distributed $30.7 million in fiscal 2014, an increase of more than $2 million from the previous year.

The funds distributed in any given year equal 4.5 percent of the three-year rolling average of the Pool’s market value at calendar year end (Dec. 31). The long-term goal of the pooled endowment investment program is to provide a sustainable and increasing level of support for University programs, while preserving the real purchasing power of the endowments for the future in perpetuity.

Finally, funds distributed by the Tennessee Chairs of Excellence and the University of Chattanooga Foundation were $3.5 million and $6.4 million, respectively, for the fiscal year. Both of these categories are managed outside the Pool. The Chairs of Excellence are administered by the treasurer of the state of Tennessee for the benefit of all UT campuses. The University of Chattanooga Foundation is managed by its foundation board and supports programs at UT Chattanooga only.
## FALL ENROLLMENT (HEADCOUNT)

<table>
<thead>
<tr>
<th>UT SYSTEM</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>5-Year Change</th>
</tr>
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<tbody>
<tr>
<td>Undergraduate</td>
<td>38,573</td>
<td>38,605</td>
<td>38,401</td>
<td>38,504</td>
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<td>Graduate</td>
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<td>10,940</td>
<td>10,843</td>
<td>10,623</td>
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<td>Total</td>
<td>49,565</td>
<td>49,545</td>
<td>49,244</td>
<td>49,127</td>
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<tr>
<th>UT KNOXVILLE</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>5-Year Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate</td>
<td>21,308</td>
<td>21,126</td>
<td>20,829</td>
<td>21,033</td>
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<tr>
<td>Graduate Academic</td>
<td>5,395</td>
<td>5,399</td>
<td>5,407</td>
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<tr>
<td>Graduate Professional</td>
<td>820</td>
<td>854</td>
<td>782</td>
<td>789</td>
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<tr>
<td>Total</td>
<td>27,523</td>
<td>27,379</td>
<td>27,018</td>
<td>27,171</td>
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<td>UNAVAILABLE</td>
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<tr>
<th>UT CHATTANOOGA</th>
<th>2010</th>
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<th>2013</th>
<th>2014</th>
<th>5-Year Change</th>
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<tbody>
<tr>
<td>Undergraduate</td>
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<tr>
<td>Graduate</td>
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<td>1,377</td>
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<tr>
<td>Total</td>
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<td>11,660</td>
<td>11,674</td>
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<td>UT MARTIN</td>
<td>2010</td>
<td>2011</td>
<td>2012</td>
<td>2013</td>
<td>2014</td>
<td>5-Year Change</td>
</tr>
<tr>
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<tr>
<td>Undergraduate</td>
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<td>Graduate</td>
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<td>425</td>
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<tr>
<td>Total</td>
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<th>UT HEALTH SCIENCE CENTER</th>
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<th>2013</th>
<th>2014</th>
<th>5-Year Change</th>
</tr>
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<tbody>
<tr>
<td>Undergraduate</td>
<td>89</td>
<td>88</td>
<td>87</td>
<td>149</td>
<td>UNAVAILABLE</td>
<td>UNAVAILABLE</td>
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<tr>
<td>Graduate Academic</td>
<td>1,062</td>
<td>1,115</td>
<td>1,111</td>
<td>1,067</td>
<td>UNAVAILABLE</td>
<td>UNAVAILABLE</td>
</tr>
<tr>
<td>Graduate Professional</td>
<td>1,641</td>
<td>1,612</td>
<td>1,617</td>
<td>1,643</td>
<td>UNAVAILABLE</td>
<td>UNAVAILABLE</td>
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<tr>
<td>Total</td>
<td>2,792</td>
<td>2,815</td>
<td>2,815</td>
<td>2,859</td>
<td>UNAVAILABLE</td>
<td>UNAVAILABLE</td>
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</tbody>
</table>

- Includes non-degree seeking and dual enrollment (high school) students
- Excludes students enrolled in audited classes and co-op courses
- UTK includes Space Institute and Veterinary Medicine students
- UTHSC excludes Residents in Health Sciences
THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

ACTION ITEM

DATE: October 3, 2014
COMMITTEE: Academic Affairs and Student Success
CAMPUS/UNIT: UT Knoxville
ITEM: Transfer Admission Requirements
PRESENTED BY: Katherine N. High, Vice President for Academic Affairs and Student Success

In order to facilitate seamless transfer of students from Tennessee community colleges, The University of Tennessee, Knoxville proposes a new category of admission requirements for transfer students (see following page). Students who earn an associate degree from a Tennessee community college with 60 or more transferable credits (at least 45 of which are earned at a Tennessee community college) and have a 3.0 grade point average will be guaranteed admission.

With these new requirements, UT Knoxville hopes to attract and accommodate high quality, highly motivated Tennessee community college graduates who wish to continue their studies and pursue a baccalaureate degree. This policy aligns with UT Knoxville’s Top 25 goals and Governor Haslam’s Drive to 55 initiative.

MOTION:

That the Board approve the new UT Knoxville transfer admission requirements as presented in the meeting materials.
HE UNIVERSITY OF TENNESSEE, KNOXVILLE
TRANSFER ADMISSION REQUIREMENTS

Effective Date: Spring 2015

Any student who earns an associate degree from a Tennessee community college with 60 or more transferable credits (at least 45 of which are earned at a Tennessee community college) and a cumulative grade point average of 3.0 or higher is guaranteed admission to UT Knoxville, as long as the student otherwise meets any non-academic requirements for admission. Students who do not meet these standards are invited to apply for admission under the regular transfer admissions process.

More specific information about academic preparation for admission to a particular college or specific academic program is available through the University Registrar and in the UT Undergraduate Catalog.
BOARD OF TRUSTEES MEETINGS B
AND COMMITTEE MEETINGS B

2014-2015B

Dec 8, 2014:B  Audit Committee, Nashville B
Jan 20, 2015:B  Executive & Compensation Committee, Nashville B
                  Trusteeship Committee, Nashville B
Feb 25-26, 2015:B  Winter Meeting of the Board, Memphis B
May 19, 2015:B  Executive & Compensation Committee, Nashville B
                  Trusteeship Committee, Nashville B
June 24-25, 2015:B  Annual Meeting of the Board, Knoxville