



THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

MINUTES OF THE EXECUTIVE COMMITTEE MEETING

May 1, 2019

Knoxville, Tennessee

The Executive Committee of The University of Tennessee Board of Trustees met at 10:30 a.m. EDT on Wednesday, May 1, 2019, on the campus of The University of Tennessee, Knoxville.

I. CALL TO ORDER

Chair John Compton called the meeting to order.

II. ROLL CALL

The Secretary, Catherine S. Mizell, first addressed the Open Meetings Act requirements for meetings conducted with members participating electronically, including the requirement that all votes be conducted by roll call. She proceeded to call the roll, and the following members were present:

John C. Compton, Chair
Amy E. Miles
William (Bill) C. Rhodes III (by video)
Donald J. Smith (by telephone)
Kim H. White (by video)

The Secretary announced the presence of a quorum. She announced that others present at the meeting location in Knoxville included Interim President Boyd, members of the administrative staff, students, and members of the media. She said she assumed no one else was present at the Trustees' various locations unless they advised otherwise, and no one did.

III. MINUTES OF THE LAST MEETING

Chair Compton called for any additions or corrections to the minutes of the February 6, 2019 meeting. Hearing none, the Chair directed the Committee's attention to the following prepared motion in the meeting materials:

I move that the reading of the minutes of the February 6, 2019 meeting of the Executive Committee be omitted and that the minutes be approved as presented in the meeting materials, provided that the Secretary be authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.



Trustee Miles so moved, Trustee Rhodes seconded, and the motion passed unanimously by a roll-call vote.

IV. UPDATES FROM THE PRESIDENT

Interim President Boyd addressed four major developments since the last meeting of the Board:

1. Announcement of the UT Promise, a system-wide, last-dollar scholarship program: A student whose family income is under \$50,000 and who qualifies for the Hope Scholarship and meets the academic qualifications for admission can attend a UT institution free of tuition and fees. The program supports the land-grant mission to provide a ladder up for the working class and middle class and will lead to increased enrollment and improved retention rates.
2. Proposed hiring of new UTK Chancellor, Dr. Donde Plowman: The President praised the search committee and described the search process as exhaustive, thorough, and transparent, and thanked Ashlie Czyz, Executive Recruiter, for her outstanding work. He described Dr. Plowman as smart, passionate, energetic, and a great listener.
3. Legislature's approval of the FY 2019-20 budget: The President described the \$648 million budget as the best in the University's history and expressed appreciation to the Legislature and the Governor for their support.
4. Task Force for Effective Administration and Management (TEAM): Led by CFO David Miller, the task force will seek to optimize functions between the campuses and the system. The goal is to make the administration and operations side of the University run as efficiently as possible to allow more funds to support students.

Commenting on the UT Promise, Chair Compton said that as a land-grant institution, graduating more students with higher earning power makes a huge difference both for them and the state. He echoed the President's praise for the UTK Chancellor search and thanked Chancellor Carver for his leadership of the diverse and talented search committee. He described Dr. Plowman as a proven academic leader with contagious energy and a servant leadership style that will resonate with the Volunteer community. Concerning the budget, the Chair credited the President's leadership in restoring the Legislature's confidence in the University.

V. APPOINTMENT OF THE NON-VOTING STUDENT MEMBER OF THE BOARD

Chair Compton presented the materials on the appointment of Spencer M. Ammen as the non-voting student member of the Board for 2019-20, noting that he was highly recommended by Haslam College of Business Dean Mangum, Provost Manderscheid, and Interim Chancellor Davis. Trustees commented favorable on Mr. Ammen's credentials and on the valuable insight



the student Trustee position brings to the work of the Board. There being no further discussion, Chair Compton called for a motion to adopt the Resolution to appoint Spencer M. Ammen as the non-voting student member of the Board [*Resolution 050-2019*]. Trustee Smith so moved, Trustee Miles seconded, and the motion passed unanimously by a roll-call vote.

VI. APPOINTMENT OF A FACULTY MEMBER TO THE EDUCATION, RESEARCH, AND SERVICE COMMITTEE

Chair Compton presented the materials on the appointment of Dr. Jefferson Rogers as the voting faculty member of the Education, Research, and Service Committee as recommended by Chancellor Carver. The Chair said having a faculty voice as a voting member on the Education, Research, and Service Committee is critically important. Trustee Rhodes said Dr. Rogers' distinguished career at UT Martin is a reminder of the amazing faculty throughout the System. Trustee Smith, Chair of the ERS Committee, said Dr. Rogers will be a great addition to the Committee. There being no further discussion, the Chair called for a motion to adopt the Resolution to appoint Dr. Jefferson Rogers as the voting faculty member of the Education, Research, and Service Committee [*Resolution 051-2019*]. Trustee Miles so moved, Trustee Rhodes seconded, and the motion passed unanimously by a roll-call vote.

VII. PLANNING FOR THE 2019 ANNUAL MEETING OF THE BOARD (INCLUDING UPDATES ON ENROLLMENT, GRADUATION, RESEARCH, AND AFFORDABILITY)

Chair Compton started the discussion by reminding the Committee of the need to focus on three big goals - increasing enrollment, graduation, and research - and finding a way to accomplish these goals that is affordable for those who want to attend the University. He then recognized Trustee Smith to address matters within the purview of the Education, Research, and Service Committee.

Education, Research, and Service Committee

Trustee Smith thanked Dr. Linda Martin for pulling data together on short notice. He commented on how difficult it is to compile system-wide data efficiently and urged that priority be given to improving the process of retrieving and analyzing campus data. He summarized data on applications, admissions, and intent to enroll for the upcoming fall semester. With respect to graduation rates, he emphasized the need to pay close attention to the graduation rate in graduate programs. The President referred to the flat-to-declining pool of high school graduates going to college and said aggressive and innovative programs will be needed.

Turning to research, Trustee Smith called attention to the materials prepared by Dr. Stacey Patterson to explain the Carnegie Commission classification of research universities. UTK is classified at the highest level, an R-1 Doctoral University ("very high research activity") and is the only R-1 in the state. He said that at the June meeting, Dr. Patterson will walk the ERS Committee through where UT stands in relation to peers and aspirational peers and what



might be a possible path forward to grow research at UT. He urged the Trustees to engage intently in understanding more about the research mission and how important it is to the University's growth and to the state and the world. Trustee Miles emphasized the importance of providing the Board with action steps and metrics as goals are set for the future.

The Chair next asked Dennis Hengstler, Director of Institutional Research, to provide an update on the faculty workload project, by which he is seeking to standardize the reporting of faculty time and effort across the system to facilitate effective analysis of the data. Mr. Hengstler said differing campus policies, missing data, and data integrity issues have complicated the project. In October 2018, former President DiPietro and Chair Compton reviewed the status of the project and asked him to attempt to resolve the data issues for two colleges before proceeding further with the project. The College of Arts and Sciences at UTC and UTK were selected, and their data files have been reviewed. An update will be provided at the next Board meeting. Chair Compton thanked Mr. Hengstler for his efforts and stressed the importance of a common data warehouse and the need for standardization of data across the system.

Finance and Administration Committee

Chair Compton said the following questions should be discussed each time the Trustees meet: Are we serving more students? Are we graduating more students so that they can go out and have a higher earning power and contribute to our state? Is our research growing both in absolute numbers and in reputation? And can we offer this package to our citizens in a way that it is affordable?

Trustee Rhodes said the UT Promise program has set the stage for discussion of the affordability question. He said the work of the task force CFO Miller is leading (TEAM) must drive the University to more efficiencies so that below-average tuition increases can continue over an extended period of time. He also noted that only 63% of students who receive the HOPE Scholarship retain it and re-enroll for the second year. He asked CFO Miller to discuss the TEAM project and the President to speak about ideas that may improve the 63% retention rate.

Mr. Miller said "sticker price" is deceptive in terms of affordability, adding that 95% of incoming freshmen qualify for the HOPE Scholarship, which buys down the sticker price. Retaining the students first and then retaining students with their HOPE scholarship is the big target.

Mr. Miller explained that most students receive some type of financial aid (83% at UTC, 86% at UTK, and 92% at UTM). Referring to the data on net price by income quartile, he said a significant number of students below the state's median income of about \$48,000 still pay some amount of tuition after all financial aid has been applied, and therefore much more needs to be done to help lower income students have true affordability. The UT Promise will bring focus to the issue and help students understand that if they complete the financial aid application and qualify for admission they will not have to pay tuition and fees.



Addressing Trustee Rhodes' question about retention of students who lose the HOPE scholarship, the President said he and a group from across the system have visited Georgia State University, which increased its six-year retention rate by 23%, to learn about the retention strategies used there. One particularly effective strategy, the bridge grant, bridges the finances for students who lose the Georgia HOPE Scholarship and provides counseling and specific intervention to get them on track academically. The President said such a program should be considered for all of Tennessee public higher education and that it could be one of the most significant things to increase six-year graduation rates.

VIII. EXECUTIVE COMMITTEE REGULAR MEETING DATES IN 2019 AND 2020

The Chair presented the proposed Executive Committee regular meeting dates in 2019 and 2020. Trustee Rhodes moved adoption of the proposed dates, Trustee Miles seconded, and the motion passed unanimously by a roll-call vote.

IX. ADJOURNMENT

With no further business to come before the Committee, the Chair adjourned the meeting.

Respectfully Submitted,


Catherine S. Mizell, Secretary