



THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

MINUTES OF THE EDUCATION, RESEARCH, AND SERVICE COMMITTEE

June 21, 2019
Knoxville, Tennessee

The Education, Research, and Service Committee of the Board of Trustees met at 8:00 a.m. EDT on Friday, June 21, 2019, in Knoxville, Tennessee.

I. Call to Order and Opening Remarks

Committee Chair Donnie Smith called the meeting to order.

II. Roll Call

Vice President Linda Martin called the roll, and the following members were present:

Donnie Smith, Chair
Randy Boyd
John Compton
Charlie Hatcher
Bonnie Ownley
Kenneth Packer
Alan Wilson

Vice President Martin announced the presence of a quorum. Other Trustees, administrative staff, faculty members, students, and representatives of the media were also present. The meeting was webcast.

III. Requests to Address the Board (none appropriate for this Committee)

IV. Research Updates and Collaborating for Success

Stacey Patterson, Vice President for Research, Outreach, and Economic Development, provided a research update and discussed ways UT could capitalize on the talent, resources, and existing relationships within the UT System and with Oak Ridge National Laboratory (ORNL). The presentation culminated with a proposal to create the Oak Ridge Institute at the University of Tennessee not only to administer existing programs with ORNL, but also to realize the full potential of the UT-ORNL partnership and position UT Knoxville as a top public research university. Over a ten-year period, the proposed institute would focus on



interdisciplinary problem-based science and engineering; recruit 60 new faculty (a combination of research faculty and tenured or tenure-track faculty); grow joint Ph.D. programs to 500 students; and attract \$150+ million in new research funding annually. Dr. Patterson said growing Ph.D. programs and new research funding annually to those levels would position UT Knoxville in the top-30 of public research universities.

Chair Smith asked whether the \$150+ million in new research funding would replace IACMI (Institute for Advanced Composites Manufacturing Innovation) funding, which is a significant factor in the University's current research funding level but will end in two years. Dr. Patterson responded that the proposal would build on IACMI but agreed that research funding at the current level will have to be maintained, and \$150+ million on top of that would be required to achieve top-30 ranking.

In response to a question from Trustee Compton about the cost of hiring the 60 new faculty, Dr. Patterson explained that the funding gap over 10 years is approximately \$100 million (\$10 million/year), and with some assumptions, the institute would become cash flow positive in year 11. In response to a question from Trustee Hatcher, Dr. Patterson mentioned several areas of research at ORNL that would provide opportunities for agricultural research through the new institute.

Trustee Wilson asked what the ramp up curve to full operation would be. Dr. Patterson responded that six months is needed to develop a solid business plan and then recruiting faculty would begin immediately, with the plan being to hire 12 faculty a year for 5 years. She added that the research funding levels in her presentation would begin to manifest in years 7 through 10.

Chair Smith asked how the UT Institute of Agriculture currently ranks in research with other agricultural research institutions. Dr. Patterson presented charts showing that UTIA research expenditures are lower than (1) the UTIA peer average, (2) the UTIA aspirational peer average, and (3) the average of Southeastern Conference institutions with agricultural programs. She provided similar charts for UT Knoxville showing that it also ranks lower than the other three groups, but she noted that data for UT Knoxville peers include agricultural research expenditures. She explained that UT is the only institution in the United States that reports agricultural research separately from other research. And finally, Dr. Patterson presented a chart showing combined UTIA and UT Knoxville research expenditures of approximately \$274 million ranking slightly below the UT Knoxville peer average of \$294 million.

Trustee Miles asked what informed the decision for a five-year ramp up. Dr. Patterson responded that the recruitment of top-quality faculty will be long and intensive, and hiring just 12 new faculty in one year will be a heavy lift. Dr. Zacharia, ORNL Lab Director, added



that these faculty are in high demand by every institution nationally and internationally, and ORNL's guiding principle is never to compromise quality to achieve a numeric metric.

Trustee Compton asked Professor Ownley and Provost Manderscheid how this proposal would resonate with the faculty. Professor Ownley responded that she believes the faculty would be excited because overall the faculty-student ration is too high, and adding these new faculty would allow others to devote more time to research. Provost Manderscheid agreed.

In response to a question from Trustee Compton, Dr. Patterson reiterated that a minimum of \$100 million in new funding would be required for the institute. Trustee Compton noted, however, that the overall University budget is \$2.4 billion, and thus it is a matter of prioritizing. President Boyd added that more than \$10 million per year will be required to do all that needs to be done, but the University will be seeking state and federal funding on top of University funds.

V. Unifying the UT Institute of Agriculture with UT Knoxville and Creating the Oak Ridge Institute at the University of Tennessee

Interim President Boyd introduced the next two agenda items, describing them in combination as presenting the opportunity to transform not only what the University is today, but also for decades to come. He called the meeting a momentous occasion because the Board has the opportunity to make decisions that will propel the University into the status of an elite research institution.

A. Unifying the UT Institute of Agriculture with UT Knoxville

Interim President Boyd presented the proposal for unifying the UT Institute of Agriculture with UT Knoxville. Following the presentation, and to place the item on the table for discussion, Chair Smith read the Resolution to approve the unification. Trustee Wilson moved that the Committee recommend adoption, and Trustee Compton seconded.

Trustee Compton asked to hear from Chancellor Cross about the proposal. Dr. Cross responded that UTIA has been a separate unit since 1968, which has been celebrated and used as a recruiting tool. Dr. Cross said he does not want to lose elements that make UTIA unique but also does not want to stand in the way of progress. Modern agriculture depends on science and technology, and collaborating with disciplines like chemistry, biology, and data science will benefit research to support farmers. Dr. Cross said he has heard from faculty, staff, and other stakeholders urging him to oppose the proposal, but he is confident there will be great ideas to move this forward in positive direction. Dr. Cross challenged the Board to send the implementation team back to the drawing board if the implementation plan presented to the Board in November does not benefit both UTIA and UTK, referring to the following language



in the proposed Resolution: “The Board directs Interim President Boyd to solicit faculty, staff, and stakeholder input to ensure that implementation of the realignment will result in the intended benefits to both UTIA and UTK.” Dr. Cross said he is confident the Board will do what is best for the University of Tennessee as well as the Institute of Agriculture.

Trustee Hatcher said he is supportive but asked whether the Board will have an opportunity to review the plan and either adopt it or not. Interim President Boyd said the Board will have final say on what is done or not done. Trustee Hatcher said messaging is critical to avoid misunderstanding and miscommunication. Trustee Compton asked Professor Ownley how the faculty have responded. She responded that change can be difficult, but she has talked to research and teaching faculty as well as graduate students, and they are excited about the opportunities. She added that the announcement did catch a lot of faculty and staff by surprise, and giving them a voice is important. Trustees Rhodes commended Chancellor Cross for putting the institution above himself and gave his commitment that if the plan is not acceptable when it is presented to the Board in November, the Board will ask for additional work.

Chair Smith said he had received several phone calls expressing opposition to the proposal, primarily on the grounds that it is happening too quickly and without sufficient input. He emphasized that the Board should recognize the progress of the Institute of Agriculture in the last decade and its leadership in promoting the land grant mission to farmers all over the world. In response to the feedback urging the Board to slow down on this proposal, he said the Board is going to listen, and it is going to matter. He said the proposal is aimed at accelerating the improvement that has been made into the future. Referencing the combined research expenditure data Dr. Patterson shared, Chancellor Cross added that unification produces a one-time improvement. He cautioned that if unification is not done in a way that grows the Institute, it will not advance agricultural research or extension and teaching programs over time. It shouldn't be just a static change but rather a dynamic change over time.

Hearing no further questions or discussion, the Chair called for a voice vote, and the motion passed unanimously.

B. Creating the Oak Ridge Institute at the University of Tennessee

Interim President Boyd presented the proposal to create the Oak Ridge Institute at The University of Tennessee to organize established joint UT/ORNL programs under a single administrative umbrella and provide a platform for strategic growth opportunities and global impact. Following the presentation, and to place the item on the table for discussion, Chair Smith read the Resolution to create the new institute. Trustee Compton moved that the Committee recommend adoption of the Resolution, and Trustee Wilson seconded.



Chair Smith referred to the factors Dr. Patterson emphasized as critical to growing research: the need to (1) identify opportunities and eliminate barriers to success for increasing research expenditures; (2) diversify funding sources; (3) recruit faculty in growth areas; and (4) leverage and enlarge the University's unique partnership with ORNL. Chair Smith said he wants to see these factors in the implementation plan so they are on record for the Board in the future.

Trustee Compton said the UT-ORNL partnership is critical to growing research from \$400 million to \$600 million. Interim President Boyd said creating the new institute was a joint vision of UT and ORNL, and the partnership is essential to creating the talent the nation needs. Dr. Zacharia added that ORNL benefitted dramatically from the creation of UT-Battelle and the joint management of the laboratory. He added that the incentive for ORNL to grow Ph.D. students is that the most profound research is done during the early part of a researcher's career. Some will stay in the area and become entrepreneurs creating jobs benefitting the community and the state; some may become Nobel Prize winners; and others will be a feeder pool for the national lab system and the private sector.

Trustee Hatcher urged doing more to publicize the University's partnership with ORNL, and Trustee Compton agreed that it needs to be built into the University's brand. Trustee Miles applauded the exceptional opportunity the institute will provide for students in the future. Hearing no further questions or discussion, the Chair called for a voice vote, and the motion passed unanimously.

VI. Tenure Recommendations Requiring Board Approval

A. Grant of Tenure upon Initial Appointment

1. Grant of Tenure upon Initial Appointment at UTC

Interim President Boyd recommended that tenure upon initial appointment be granted to the following individuals in their faculty appointments at UTC:

Dr. Christopher Cox, Department of Mathematics;

Dr. Jerold Hale, Department of Psychology;

Dr. Thomas Lyons, Department of Marketing and Entrepreneurship.

Trustee Packer moved that the Committee recommend adoption of the Resolution granting tenure of these faculty members, and Trustee Compton seconded. Trustee Rhodes asked if it is necessary to show voting information, and Dr. Martin responded that the materials include what historically has been provided to demonstrate the review at every level. Hearing no further questions or discussion, the Chair called for a voice vote, and the motion passed unanimously.



2. Grant of Tenure upon Initial Appointment at UTK

Interim President Boyd recommended that tenure upon initial appointment be granted to the following individuals in their faculty appointments at UTK:

Dr. Courtney Conley, College of Social Work;
Dr. Thomas Goldsby, Department of Supply Chain Management;
Dr. Lori Messinger, College of Social Work;
Dr. Tony Schmitz, Department of Mechanical, Aerospace & Biomedical Engineering;
Dr. Janis Terpenney, Department of Industrial and Systems Engineering.

Trustee Wilson moved that the Committee recommend adoption of the Resolution granting tenure to these faculty members, and Trustee Compton seconded. Hearing no questions or discussion, the Chair called for a voice vote, and the motion passed unanimously.

B. Grant of Tenure upon Early Consideration

1. Grant of Tenure upon Early Consideration at UTC

Interim President Boyd recommended that tenure upon early consideration be granted to the following individuals in their faculty appointments at UTC:

Dr. James Arnett, Department of English;
Ms. Chapel Cowden, UTC Library;
Dr. Rik Hunter, Department of English;
Dr. Daniel Loveless, Department of Electrical Engineering;
Dr. Dalei Wu, Department of Computer Science and Engineering.

Trustee Packer moved that the Committee recommend adoption of the Resolution granting tenure to these faculty members, and Trustee Wilson seconded. Hearing no further questions or discussion, the Chair called for a voice vote, and the motion passed unanimously.

2. Grant of Tenure upon Early Consideration at UTHSC

Interim President Boyd recommended that tenure upon early consideration be granted to the following individuals in their faculty appointments at UTHSC:

Dr. Guoyun Chen, Division of Critical Care, Department of Pediatrics, Medicine;
Dr. Julio Cordero-Morales, Department of Physiology, Medicine;
Dr. Erinn Finke, Department of Audiology and Speech Pathology, Health Professions;
Dr. Brian Peters, Department of Clinical Pharmacy and Translational Science, Pharmacy.



Trustee Compton moved that the Committee recommend adoption of the Resolution granting tenure to these faculty members, and Trustee Packer seconded. Hearing no questions or discussion, the Chair called for a voice vote, and the motion passed unanimously.

3. Grant of Tenure upon Early Consideration at UTK

Interim President Boyd recommended that tenure upon early consideration be granted to the following individuals in their faculty appointments at UTK:

Dr. Alison Adams, School of Music;
Dr. Moonhee Cho, School of Advertising and Public Relations;
Dr. Elizabeth Derryberry, Department of Ecology and Evolutionary Biology;
Dr. Matthew Gillis, Department of History;
Dr. Patrick Grzanka, Department of Psychology;
Dr. Steven Johnson, Department of Physics and Astronomy;
Dr. Adam Love, Department of Kinesiology, Recreation, and Sports Studies;
Dr. Mitsunori Misawa, Department of Educational Psychology and Counseling;
Dr. Tara Moore, Department of Theory and Practice in Teacher Education;
Dr. Yujeong Park, Department of Theory and Practice in Teacher Education;
Dr. Andy Sarles, Department of Mechanical Aerospace, and Biomedical Engineering;
Dr. Alison Vacca, Department of History;
Dr. Joshua Weinhandl, Department of Kinesiology, Recreation, and Sports Studies.

Trustee Compton moved that the Committee recommend adoption of the Resolution granting tenure to these faculty members, and Trustee Wilson seconded. Trustee Wilson asked whether at some point the six-year probationary period becomes the exception rather than the policy. Dr. Martin responded that some faculty arrive with a well-developed research program and accomplish in four years what would take most faculty members six years to accomplish. She added that the number of early tenure applications this year, 22, is in line with the last two year and compares with 72 tenure applications reviewed at the President's level. Hearing no further questions or discussion, the Chair called for a voice vote, and the motion passed unanimously.

VII. Discussion of Agenda Items for Future Committee Meetings

Chair Smith called to the Committee's attention the list of potential agenda items identified at the last meeting and suggested that the list should be reviewed after each meeting to determine items the Committee would like staff to begin preparing for a future meeting. Regarding the faculty workload report, Chair Smith said that given the complexity of the data as well as remaining gaps, he wants to continue to work on understanding the data and to report to the Committee at the next meeting. Other potential items mentioned by members were:



- Higher education opportunities in rural areas of the state (Trustee Hatcher)
- Action plan for improving student retention and graduation (Trustee Wilson)
- Annual report on the state of the University's workforce, specifically including data and analysis of faculty and staff turnover (Trustee Compton).

VIII. Consent Agenda

The Chair called the Committee's attention to the Consent Agenda and asked if there were any requests to remove an item. Hearing none, Trustee Compton made the prepared motion that:

1. Minutes of the March 1, 2019 meeting of the Education, Research, and Service Committee be approved as presented in the meeting materials, with authorization for the Secretary to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified; and
2. Resolutions presented in the meeting materials for the action items on the Committee Consent Agenda be recommended for adoption by the Board of Trustees.

The motion was seconded by Trustee Packer and passed unanimously.

IX. Other Business

No other business was brought to the Chair's attention before the meeting.

X. Adjournment

There being no other business, the Chair adjourned the meeting.

Respectfully submitted,


Catherine S. Mizell, Secretary