As announced at the Fall 2019 meeting of the Board of Trustees and in accordance with the Board of Trustees Policy on Presidential Performance Reviews (BT0004), I have conducted an annual review of Interim President Boyd’s performance. Trustee Amy Miles, Chair of the Audit and Compliance Committee, and Trustee Bill Rhodes, Chair of the Finance and Administration Committee, participated in the review process. Both Committee Chairs have been provided a copy of this report and advised of the opportunity to submit a separate written assessment of the President’s performance.

I. The Review Process

A. Interim President Boyd submitted a self-assessment (See Attachment 1). A copy of the self-assessment was distributed to all members of the Board of Trustees on January 2, 2020.

B. The Chief Financial Officer prepared a report dated December 5, 2019 on the status of accounts under the control of the President (See Attachment 2), beginning on November 22, 2018 (first day in office) through November 21, 2019. The report states that accounts under the President’s control were within budget as of the end of the fiscal year (June 30, 2019) and as of November 2019.

C. The views of constituencies, Chancellors and other senior administrative staff, and Trustees were solicited by an electronic survey. Over 100 individuals participated in the survey, representing an aggregate response rate of almost 90%. The electronic survey produced high marks overall for Interim President Boyd, with approximately 94.2% of respondents rating his performance as exceeding expectations (See Attachment 3). Overall, he received the highest ratings for providing visionary leadership, demonstrating integrity, providing leadership to ensure the University maintains highly effective relationships with the state legislature and state officials, and serving as an effective spokesperson for public higher education in Tennessee.

D. I conducted individual interviews with the Chancellors of each of the campuses. Senior administrative staff were offered the opportunity to request a personal interview; no requests were made.
E. As required under the Board Policy, I discussed Interim President Boyd’s performance with Tennessee Speaker of the House of Representatives Cameron Sexton and Lieutenant Governor and Speaker of the Senate Randy McNally. Upon the recommendation of Lt. Governor McNally, I spoke with Senator Dolores Gresham, who serves as the Chair of the Senate’s Standing Committee on Education. The reviews of Interim President Boyd’s performance were very positive. It was noted that, through his efforts to engage, listen, and communicate regularly, Interim President Boyd has been effective in improving the perception of the University and in building relationships with members of the state legislature. His ability to think big, resolve issues, and be innovative were listed among his strongest leadership qualities. Appreciation was expressed for Interim President Boyd’s commitment to being active across the state, advancing the University’s relationship with the Oak Ridge National Laboratory, and considering new ways for the University to serve as a resource for the state and not exist solely as an entity of the state.

F. On January 17, 2020, at the meeting of the Executive Committee of the Board of Trustees, Interim President Boyd presented his proposed goals for 2020 (See Attachment 4). The goals include a mix of qualitative and quantitative measures, along with stretch goals the full efforts of which may not be fully realized for several years. Members of the Executive Committee expressed their support of the goals identified, although a concern was raised as to number of goals presented. In response, Interim President Boyd expressed his confidence in the team and their ability to execute on the goals.

G. I met with Interim President Boyd on January 24, 2020 to discuss his performance and goals. Trustees Miles and Rhodes participated as observers.

II. Review Period and Performance

This performance review covers the period from November 22, 2018, when Interim President Boyd took office, through December 31, 2019. In addition to the constituent feedback noted above, Interim President Boyd’s performance was measured against the goals identified in the Strategic Plan 2019-2025 (See https://tennessee.edu/plan/).

The Strategic Plan identifies the following five goals:

- Goal 1 – Enhancing Educational Excellence
- Goal 2 – Expanding Research Capacities
- Goal 3 – Fostering Outreach and Engagement
- Goal 4 – Ensuring Workforce and Administrative Excellence
- Goal 5 – Advocating for UT

Interim President Boyd’s self-assessment (See Attachment 1) identifies accomplishments by goal area and provides an in-depth assessment of results for the review period. For purposes of this report, I would like to share a few highlights.
Goal 1 – Enhancing Educational Excellence

Access and Affordability. Of the many items that have been undertaken across the University to Enhance Educational Excellence, one of the most significant actions has been the creation of UT Promise. This new scholarship program addresses matters of critical concern - access and affordability. The UT Promise is a bold step toward eliminating financial barriers to admission and reducing financial burdens for enrolled students. Importantly, it has been undertaken by all four campuses and recognizes the University’s full commitment to all Tennesseans.

Randy worked collaboratively with the Chancellors in the design of the program, including setting household income qualification thresholds. The leadership demonstrated by Interim President Boyd in establishing and promoting this new initiative has been remarkable. It has been well-received across the state, in large part due to the direct efforts of Interim President Boyd’s to promote the program. For Fall 2020, more than 4,200 applications submitted by high school seniors, and over 2,000 current UT students have applied. Although the collective cost of this new scholarship is within the means of the respective campuses’ budgets, he has championed the funding of an endowment in order to provide financial resources to ensure the long-term success of the program, with over $20 million raised since its announcement.

Student Success. Other priorities articulated under the Strategic Plan include increasing the number of UT Graduates and Enhancing Student Success. In this regard, enrollment grew to an all-time high of 51,582 students, exceeding the FY19 benchmark figure; baccalaureate degrees conferred exceeded the state master plan by more than 443 degrees (8,395 unduplicated degrees). Across the system the number of degrees awarded grew to 12,066, representing 99.76% of the FY19 benchmark figure. Randy and his team recognize that our 6-year graduation rate has room for improvement as measured against peer institutions. Freshman retention improvement is a key step in improving overall graduation rates.

Goal 2 – Expanding Research Capacities

A number of initiatives were undertaken to raise the profile of UT in terms of research, which are anticipated to leverage existing and/or new collaborations. Examples of these efforts include the reunification of UTIA/UTK, the establishment of the Oak Ridge Institute, and the creation of One UT Innovation and Collaboration Grants.

In terms of peer rankings, the reunification of UTIA/UTK will vastly improve our standing among “R1” doctoral universities (those considered to have the “highest research activity” as determined by the Carnegie Classification of Institutions of Higher Education). Ensuring the successful implementation of the reunification of UTIA/UTK is of critical importance given the increasingly competitive marketplace for attracting and retaining top-tier faculty and student talent.

The Oak Ridge Institute forges a new path for increased collaboration and alignment between the UT and Oak Ridge National Laboratory (ORNL). It is expected to result in 120 new faculty positions, nearly 400 new graduate students, and generate more than $150 million in annual research expenditures within seven years. Interim President Boyd has set a number of ambitious goals for the Institute, including attracting $100 million of funding. He will need to stay close to state and federal legislative officials and key budgetary decision-makers to advocate for the seed funding and future, ongoing support necessary for the realization of the full potential of the Institute.
The One UT Innovation and Collaboration Grants are intended to promote collaboration across units, campuses and institutes to advance innovative ideas that support the University's three key mission areas—student success, research, and outreach and engagement. As this is a new initiative that has the opportunity to be a model for future collaborative efforts across the UT System, the launch of this program, with clear, measurable outcomes and demonstrable, sustainable impacts is important.

**Goal 3 – Fostering Outreach and Engagement**

An increased emphasis has been placed on the University's outreach and public service, especially the programming provided through UTIA and IPS. Interim President Boyd has spent time listening and learning about the work of the extension offices and the various public service centers. A UT Commission on Agriculture was launched for the purpose of collaborating and aligning efforts across the agriculture sector to hear from the people, communities and industries served. In support of new outreach efforts, the University convened a Summit for Opioid Addiction and Response (SOAR) that brought together more than 700 leaders from across the state and nation to share ideas and information to advance efforts to combat this epidemic. Additionally, Randy has advocated for increased state funding to further support the extension offices across the state.

**Goal 4 – Ensuring Workforce and Administrative Excellence**

As Interim President, Randy was instrumental in the selection and appointment of Dr. Donde Plowman to serve as the ninth Chancellor of the University of Tennessee, Knoxville. A number of other key hires have been made under his leadership including the appointments of Brian Daniels, Chief Audit and Compliance Officer, and Kerry Witcher, President of the UT Foundation, along with the selection of Dr. Brian Dickens, Chief Human Resources Officer.

From an operations standpoint, several initiatives were undertaken to improve the efficiency and effectiveness of the University, including the establishment of the Taskforce for Effective Administration and Management (TEAM). Through the work of TEAM, it is anticipated that a number of processes will be streamlined and standardized, which should eliminate redundancies and, in certain instances, lead to cost savings allowing for the redeployment of such funds in support of mission priorities.

The "system" vs the "campus" has been a longstanding cultural issue for UT. In an effort to address this issue, Randy has established the One UT Leadership Council, which brings together all 4 campus Chancellors, the Senior Vice President/Senior Vice Chancellor of UTIA, and the Director of ORNL, and, frequently, members of the UT System leadership team, for the purpose of improving alignment on common goals and providing a forum for open dialogue and commitment. The UT Promise, UTIA/UTK reunification, and the Oak Ridge Institute are three great examples of One UT becoming a reality. Further, the findings identified in the recent Performance Audit Report (Sunset Audit) and resulting corrective actions will comprehensive collaboration and buy-in across the entire UT system.

The voice of the faculty, staff and students has been a missing element in the overall assessment of our collective opportunities. Randy will be developing and implementing a feedback tool to ensure that annually or periodically feedback is heard and evaluated.
Goal 5 – Advocating for UT

As noted previously in the feedback from leadership in the legislature, Interim President Boyd has been very effective in improving the perception of the University, as well as the overall relationship with the legislature. The University is seen as a collaborative partner, focused on its mission of serving all Tennesseans through education, research and outreach. Under Interim President Boyd’s leadership, Transparent UT was launched to provide greater and easier access to information for the University’s faculty, staff, students and the communities it serves.

For FY19, the University had its third highest fundraising year in history (over $282 million in commitments), with the highest number of donors (64,632) in our history.

In connection with the Tennessee Comptroller’s Performance Audit Report, Interim President Randy Boyd addressed the Tennessee Government Operations Joint Subcommittee on Education, Health and General Welfare and his advocacy efforts were successful in obtaining a recommendation for a four-year extension.

Championing Diversity & Inclusive Excellence

Interim President Boyd listened as part of the town hall meetings and discovered that the most expressed need for the UT Knoxville campus was to re-hire a campus diversity vice chancellor and to restore funding for the office. Interim President Boyd worked tirelessly to meet with legislators to explain the importance of supporting the success of all students. The office was funded within the first month following his appointment.

III. Goals for 2020

In light of the recent presentation made by Interim President Boyd to the Executive Committee and the discussion surrounding such goals, I have accepted the proposed goals for 2020 (See Attachment 4), subject to any final comments and recommendations agreed upon by the full board membership at the upcoming Winter 2020 meeting.

IV. Evaluation of Overall Performance as Chief Executive Officer of the UT System

Randy has had an excellent first year as Interim President. He addressed key stakeholder issues immediately upon taking the role. He worked tirelessly with legislature to listen to concerns and take action. Consistently across all stakeholder feedback was the recurring theme that our relationships with the Tennessee legislature and state and federal governmental officials has never been better. He has brought together a collective sense of being a member of a larger “Team” across all the campuses, institutes, extension offices and system staff. He has been visible to all campuses and met with faculty in key forums. And, he championed three major initiatives (UT Promise, UTIA/UTK reunification, and Oak Ridge Institute) that should be legacy defining.
Interim President Boyd’s strengths as a leader of the UT System include:

- Visionary Leader
- Empowers People to Be Better and Think Bigger
- Passion for UT, which includes serving in voluntary/unpaid capacity
- Willingness to Engage with all Stakeholders; Takes feedback well
- Government Relations Advocate, with strong presence in Nashville and home districts

His strengths also amplify areas for improvement:

- Shared Governance - Continue to strengthen relationships with faculty and students. Pace decisions to solicit and address constituency feedback to foster even greater collaboration.
- Strategic Plan – Further development of appropriate benchmarks, key performance indicators and other metrics to measure outcomes.

Randy has worked well with the Board of Trustees. He reaches out when needed and is open to feedback. We look forward to working with Randy in 2020. We thank him for selflessness and dedication to our University.

Respectfully submitted,

[Signature]

John Compton, Chair

Supporting Materials:

Attachment 1 – Self Assessment
Attachment 2 – Review of Financial Accounts
Attachment 3 – Constituent Survey Results
Attachment 4 – 2020 Objectives
Strategic Plan - [https://tennessee.edu/plan/](https://tennessee.edu/plan/)
Self-Assessment and Progress on 2019 Goals  
Interim President Randy Boyd

It is such an honor to serve the University of Tennessee and the great state of Tennessee which it serves. I’m incredibly proud of the accomplishments we have made, as a team, during the past year. I am convinced, more so than ever, that there is no better time in the University of Tennessee’s history than now. As I look back on the past year, I am encouraged by all that has been accomplished and energized about what’s to come. I want to thank all the men and women, faculty, students and staff, and all the legislators, alumni and supporters who made all of this possible. Also, I thank them for the honor of serving this great enterprise.

Goal 1 – Enhancing Educational Excellence

• **Created UT Promise.** It is critically important that we do our part to be a ladder up for the middle and working classes. It is who we are, and it is central to our land-grant mission. To do so, we announced UT Promise in March, the first statewide access program of its kind, wherein all four campuses joined together demonstrating our new One UT culture. I traveled the state in September and October to promote the scholarship to students at 14 high schools. Currently UT Promise has more than 3,790 first-time, full-time freshmen applicants and more than 1,000 current UT student applicants. We launched an endowment to support UT Promise, which has raised more than $21.5 million to date.

• **Enrollment.** Total enrollment grew 1.5 percent to an all-time high of 51,582 across all UT campuses; baccalaureate degrees conferred exceeded the state master plan by 443 degrees (8,395 unduplicated degrees). Across the system, we awarded 12,066 degrees, up more than 200 over last year. Campuses have implemented initiatives to continue to grow enrollment and attract new student populations. Student success remains a top priority as campuses work to enhance first-year retention and improve four-year and six-year graduation rates.

• **Funding and Leadership for Diversity on the UT Knoxville Campus.** During my initial town hall meetings, the most expressed need on the UT Knoxville campus was to re-hire a campus diversity vice chancellor and restore funding for that office. I met with 41 different legislators and various levels of state leadership to explain the need to support student success of all students, and obtained agreement. UT Knoxville hired Tyvi Small as interim vice chancellor (this fall the interim was removed) and funded the office in my first month on the job.

• **UT Academic and Student Affairs Summit on Mental Health and Wellness.** More than 100 people from across the UT System gathered to discuss strategies to improve mental health and wellbeing for UT students. Attendees included chief academic officers, vice chancellors, deans, faculty, and staff; student government representatives from each UT campus; and representatives from the Tennessee Higher Education Commission, Oak Ridge National Laboratory and Tennessee Department of Mental Health and Substance Abuse Services.
David Arnold, National Association of Student Personnel Administrators assistant vice president for health, safety and well-being initiatives, served as the keynote speaker.

**UT Teacher Preparation Convening.** In September 2019, the University of Tennessee System hosted the first Teacher Preparation Convening, bringing together faculty and administrators from the UT campuses, state and local education leaders, lawmakers and other key stakeholders to discuss ways that new innovations and collaborations could better meet state needs for teachers. Each UT campus highlighted initiatives currently underway to prepare teachers to teach. Senate Education Chair Dolores Gresham; House Education Chair Mark White; House Speaker Pro Temp Bill Dunn; and then several members of the Governor’s team participated.

**Goal 2 – Expanding Research Capacities**

- **UTIA and UTK Reunification.** Of all the 1862 land-grant institutions, UT was the only one with its flagship campus independent of the College of Agriculture, College of Veterinary Medicine, Experiment Stations and Extension. As a result, according to Fiscal Year 2017 National Science Foundation Higher Education Research and Development Survey data, UT Knoxville ranked 107th in research and UTIA ranked 170th among all universities. We were not structured in a way that allowed us to be competitive. This summer I asked the Board of Trustees to reunify these two critical campuses, which already shared the same faculty senate, faculty handbook, residence halls and facilities management. As a result, now together, the campuses rank 49th among public universities.

- **Oak Ridge Institute at UT Established.** In June, I asked the Board of Trustees to establish the Oak Ridge Institute (ORI) at the University of Tennessee. ORI will allow us to fully leverage the opportunity of the UT/Oak Ridge National Lab (ORNL) partnership and will forge a path of increased collaboration and alignment between UT and ORNL. We expect it to result in 120 new faculty positions, nearly 400 new graduate students, and generate more than $150 million in annual research expenditures within seven years. In addition to enhancing Tennessee’s ability to provide talent to meet national needs, it will catapult UT into the top echelons of research institutions.

- **OneUT Innovation and Collaboration Grants.** With the work and inspiration of Linda Martin and Stacey Patterson, we established the OneUT Innovation and Collaboration Grants to foster collaboration and innovation in three key areas—student success, research, and outreach and engagement—across units, campuses and institutes. The UT System will invest up to $500,000 in each of the three categories, up to $1.5 million total.

**Goal 3 – Fostering Outreach and Engagement**

- **Outreach to Extension.** While I have made an intensive effort to regularly meet with all of our academic campuses including all five satellite campuses of UT Martin and the UT Space Institute, I also wanted to make sure I listened, and showed my appreciation, for our Extension offices. To date, I have visited 61 of them, and most say it is the first time a president has ever visited. My goal is to visit all 95 in early 2020, being the first president to do so.
• **Launched the UT Commission on Agriculture.** The land-grant mission of UT Knoxville has always had serving the agricultural industry at its core. In order to serve, we need to understand and to understand, we need to listen. The more ways we can do so, the better we can deliver that mission. The UT Commission on Agriculture was created to help us listen, collaborate, and better align our efforts across the agriculture sector. All leaders who support agriculture at UT need to hear directly from the people, communities and industries we serve in order to provide the value they want, need and deserve. Our first meeting was held December 5 and was a great success.

• **Hosted Summit for Opioid Addiction and Response (SOAR).** UT is uniquely positioned to identify the state’s “grand challenges,” such as the opioid addiction crisis, and convene the key stakeholders to work together to combat those challenges. More than 700 leaders from across the state and nation gathered in Knoxville to share ideas and information, make connections and make new plans to work together to combat this epidemic on our people, state and nation. We plan to continue and grow this initiative, with the goal of making Tennessee one of the least addicted, not the most.

**Goal 4 – Ensuring Workforce and Administrative Excellence**

• **UT Knoxville Chancellor.** After a national search, Donde Plowman was selected to serve as the ninth chancellor of the University of Tennessee, Knoxville in April. In her short time as chancellor, Chancellor Plowman has already made tremendous strides in bringing the campus together and helping ensure our faculty, staff and students are working and learning in a welcoming environment. I owe deep gratitude to UT Martin Chancellor Keith Carver who led the search committee, to the committee itself and all the dozens of others who participated in the selection process.

• **UT Foundation President.** Kerry Witcher was confirmed by the UT Board of Trustees in March 2019 as vice president for development and alumni affairs, and as president of the UT Foundation. The search was led by Tim Cross, senior vice president/senior vice chancellor for the University of Tennessee Institute of Agriculture, who did a great job putting forward four extremely good candidates, but it was hard to beat Kerry’s proven track record.

• **Other Key Hires.** In addition, we recently completed a search for the chief human resources officer, naming Brian Dickens to the role. Brian Daniels was selected as the new chief audit and compliance officer and has done a tremendous job working with the Tennessee comptroller’s office on the Sunset Audit. We are in the process of hiring a chief information officer to replace Les Matthews who retired, and a general counsel to replace Matthew Scoggins who transferred to be Chancellor Plowman’s chief of staff. We have appointed Associate Vice President Mark Paganelli as interim treasurer to replace retiring Ron Maples.

• **Launched TEAM.** We must ensure work is done in the most efficient and effective manner between the UT System and its campuses and institutes. Therefore, the Taskforce for Effective Administration and Management (TEAM) was launched and is actively working to ensure efficiency and effectiveness as well as to make clear why things are done a particular
way. More than 50 people from all campuses continue to be involved with this initiative. Thus far, the outcomes are greater collaborative leadership among system and institution leaders and greater standardization of process and services.

- **One UT Culture and One UT Leadership Council.** The biggest weakness in the UT System in my view has been how separate and unaligned campuses have been across the state, including lack of integration with ORNL. It has been my overriding objective to create a One UT culture. We have made great progress and the leaders are regularly thinking more about how to work together and share policies and initiatives. One mechanism we created to do this is the One UT Leadership Council. This includes the senior vice chancellor at UTIA, the director of ORNL, and all four campus chancellors, meeting in person for half-day each month. This personal communication has resulted in many new initiatives and a more cohesive, strategically aligned team and shared culture. We have made progress, but we have much work left to do.

- **TVA Tower Move.** After years of debate regarding the appropriate location of the System offices, we are negotiating a long-term lease in the TVA Tower. This will bring our staff together rather than being scattered around the city, dramatically improves their workspace and only costs $1 per square foot. This move frees space on the UT Knoxville campus and provides a more distinct separation between the System and the UT Knoxville campus.

- **New Employee Benefits.** To further our efforts to attract talented faculty and staff and become one of the best places to work in Tennessee, we are implementing two new employee benefits. First, to meet the needs of employees starting a family, we will grant up to six weeks of paid leave for new parents through birth or adoption. Secondly, in the Volunteer spirit, we are adopting the federal model of granting additional sick leave for employees who voluntarily donate body organs or bone marrow.

**Goal 5 – Advocating for UT**

- **Transparent UT.** We launched Transparent UT in an effort to be more open regarding our information and data, which included the launch of the Transparent UT website and online portal for individuals to submit new ideas. We launched a “data dashboard” that will build on our commitment to providing greater and easier access to information for UT’s faculty, staff, students and the communities they serve.

- **Strengthen the UT Brand.** Over the past year, we have made tremendous progress with our relationships internally and externally. Most notable is our improved relationship with the legislature, which can be seen in the largest budget in UT history! Please see the summary below under government relations successes.

- **Increasing Private Donations.** We had our third highest fundraising year in history and finished the year with 64,632 donors, the most donors in UT’s history. UT Martin Chancellor Keith Carver announced the largest gift to its campus, a $22 million bequest from Bill and Rosann Nunnelly, for scholarships for rural students to attend UT Martin free of tuition, fees, room and board!
Improving relationships with the legislature. We had tremendous success in improving our relationship with the legislature and securing both financial and legislative support for key initiatives. None of this could have been done without the great leadership of Anthony Haynes and the hard work of his Government Relations team. Among the accomplishments were:

Government Relations and Engagement. Engaged in the most aggressive presidential legislative outreach in more than a decade, meeting with approximately 80 percent of the state’s elected and senior appointed officials during my first year as president, including 100 percent of the congressional delegation and constitutional officers. This direct engagement built strong relationships and paved the way for key successes, including:

- Ushering through the largest state appropriation in UT history at $643.8 million;
- Securing the largest capital project in the UT Institute of Agriculture’s history (Energy and Environmental Science Education Research Center – $81.5 million);
- Receiving $10 million in funding for security needs for our campuses, the first time this has ever happened.
- Preventing more than $11.9 million in legislation constituting unfunded mandates for the University of Tennessee System;
- For the first time in five years, ensured no punitive legislation was filed impacting the University of Tennessee as a result of controversial issues; and,
- Secured legislative support for the re-establishment of an office on the UT Knoxville campus dedicated to supporting diversity and engagement efforts, fulfilling a strategic need for the campus.

Influenced and Secured Key Legislation and Policies.
- In collaboration with the city of Knoxville and Knox County, led efforts to secure legislation designating public higher education athletic venues as sports authorities. The legislation will increase revenue for UT campuses and generate a positive economic impact for the East Tennessee region. It has enabled the Knoxville-area to secure major entertainers and events for which it was previously unable to compete.
- Led higher education coalition to ensure needed provisions were added to the state’s sports betting law, aimed at protecting collegiate athletes and ensuring game integrity.
- Secured a positive recommendation from the Joint Government Operations Committee on every proposed UT rule for the 2019 calendar year, including revised Student Codes of Conduct for UT Chattanooga, UT Martin, and the UT Health Sciences Center, as well as the rule for addressing the UT Board of Trustees.

UT Teacher Preparation. Successfully prevented legislation that would have adversely impacted UT’s teacher preparation programs, and as a follow up, hosted the first system-wide Teacher Preparation Summit involving UT teacher preparation programs, leadership of the governor’s office, Tennessee Higher Education Commission, State Board of Education and Department of Education.
**Funding for Research.** Secured language to provide federal funding for key UT research interests such as hypersonics, the Institute for Advanced Composites Manufacturing Innovation and the Oak Ridge Institute.

**Sex Week.** When I arrived, the comptroller was preparing his report for the Senate Education Committee on Sex Week, and it was released in February. After much discussion with stakeholders in the legislature, the comptroller’s office and on campus, I testified before the committee and our response was well received by the committee and others in the legislature. In response, we changed our student fee allocation process, which will still allow students to have input into programming and be a part of putting on programming. As a result, the students hosted a successful Sex Week program in the Spring and there were no complaints or comments by the legislature, nor any other negative publicity.

**Strengthening Government Relations for Future Successes.**
- Instituted quantifiable performance metrics for all government relations employees.
- Performed an independent review of federal operations and recommendations.
- Implemented a system to better track legislative engagement, government relations activities, and outcomes. At my request, our Government Relations state team began keeping contact metrics for members of the legislature, constitutional officers, and the governor’s cabinet and commissioners. The team procured app-based, contact management software tailored for government relations used by a number of Fortune 500 companies. The app provides contact metrics per UT staff with key public officials, issues and outcomes, constituent casework and tracks follow-up. I have been added as a user to the application so my contacts with governmental officials are reflected in the overall metrics.
- Supported efforts to promote succession planning and continuity of operations. As part of one of my six priority areas, specifically promoting succession planning, I supported efforts within our Government Relations operations to ‘deepen the bench’ by approving the promotion of the first woman to serve as associate vice president and director of state relations (Carey Whitworth). I have also supported investments in our staff, including Carey Whitworth to attend the Harvard Graduate School of Education’s Institute of Executive Management, Josh Warren’s enrollment in the Master of Higher Education Leadership program at UT Martin, and David Mills’ participation in the UT Executive Leadership Institute. I believe it is important that our team members on the front line of politics, policy and higher education are some of our best thought leaders and advocates for UT.

**Additional Accomplishments**

- **UT Strategic Plan Refresh.** Working together with the campuses, we completed a refresh of the previous UT Strategic Plan. Planning involved more than 55 individuals in five working groups from across the UT System. Each group included System and campus content experts as well as representation from Institutional Research and Marketing and
Communications. In addition to establishing goals and metrics for their functional areas until 2025, each group was charged with identifying metrics, goals and objectives related to enhancing diversity and inclusive excellence. The plan helped to identify opportunities areas for which important resource investments are needed.

- **Reduced Costs of the Office of the President.** By reducing administrative costs, we are better able to redeploy resources to better serve our students, faculty and staff.
  
  o I am thankful to be in a position that I can honor our Volunteer spirit. My salary of $10,000 (to cover my health insurance) is $602,000 less than my predecessor, which is a direct savings to the university each year. It is my intent to continue to serve without pay.
  
  o I do not charge the University for any of my expenses. The travel and personal expenses reimbursed the previous two years averaged $10,000 annually, which is now a savings to the university.
  
  o We have reduced the number of executive staff positions. Specifically, I did not replace the positions on resignation and retirement or transfer of Tonja Johnson and Noma Anderson. We discontinued the position of chief of staff, and consolidated assistants from two to one when the president’s previous assistant retired. The combined annual savings of these changes has been more than $600,000.
  
  o The Office of the President, and each chancellor, manages accounts for discretionary expenditures. In FY2019, I reduced discretionary expenditures by $275,414, or 41.6 percent from FY2018.

- **Negotiated a Contract to Keep Rick Barnes.** At UT Knoxville Athletic Director Phillip Fulmer’s request, I became involved and led the negotiations to keep Coach Barnes. In addition to a base salary to match UCLA, I was able to offer what I believe was an innovative solution. We created a bonus package based on performance of up to $3 million per year. I then found 10 investors, private citizens and UT supporters, who were willing to commit to 10 percent of that pool, or up to $300,000 per year. I was the first commitment, which made it easier for me to ask the others just to match me. This eliminated the need for the University to offer a bonus. We did all this in 24 hours and as a result were able to sign him to a new five-year contract.

- **Sold the Eugenia Williams House.** After 20 years and multiple committees and taskforces, we had been unable to make the decision to sell the house. I was able to obtain agreement among all parties to sell it, then sold it for $4 million to a foundation committed to its historic preservation. This resulted in meeting the needs of the neighborhood, satisfying concerns of the preservation community and raising money for the UT Promise scholarship endowment.

- **Israel Academic Mission.** I initiated and led a mission to Israel to build relationships with all the major universities. In part, it is the beginning of a focused effort to become a more global university, improving exchanges of students and faculty, and developing more research partnerships. In part, it was to build stronger ties with the Jewish community across the state and many of their leaders joined us. It was incredibly successful on both
fronts. In addition, the 24-member delegation built strong bonds, especially between UTIA and UT Knoxville.

- **External Review of Promotion and Tenure Processes.** A team of external reviewers examined tenure processes and procedures currently in place across the UT System. The committee met with University Faculty Council; campus administration including deans and department heads/chairs (all UT campuses); and UT System administration. This external committee identified strengths, areas for improvement, and best practices and/or recommendations for improving promotion and tenure processes and procedures across the System.

**Opportunities for Improvement**

- **Reunification Process.** While many stakeholder groups agreed that the reunification of UTIA-UTK is likely to promote greater collaboration and enhance the University of Tennessee’s national reputation, there were internal and external stakeholders who expressed significant frustration and disappointment about the degree to which they were able to engage in sharing their views as part of the decision-making process. Subsequently, I have acknowledged these concerns and have expressed my commitment to seeking more input when considering these types of decisions in the future.

- **Capital Allocation.** Our applications for new capital projects was inadequate and we failed to place a single project in the top eight recommendations by Tennessee Higher Education Commission (THEC) to the governor. Last year we were the only institution to get a project, the $81 million ag campus building. THEC doesn’t alternate or balance awards; there is an objective scoring system. We believe many of our projects should have scored better and we could have done better in our applications. It is some consolation that the governor’s office has indicated the governor will focus on capital maintenance in the upcoming budget and do no new buildings. Each year the priority is created again, so we may not have lost much.

In sum, while there are many things we must continue to improve on, I believe with the passion and hard work of our entire team, we have had a tremendous year. We have set a foundation to have an even greater year in 2020, and I for one cannot wait for it to begin!
December 5, 2019

Mr. John Compton
Board Chair
The University of Tennessee
Board of Trustees
719 Andy Holt Tower
Knoxville, TN 37996-0174

Dear Chair Compton:

A part of the deliberations in your review of Mr. Boyd includes a review of University accounts under the President’s control. Those include:

- President’s Office (departmental personnel and operating budget)
- Special Events/Emergency Management (unrestricted budgeted operating funds)
- President’s Discretionary Fund (restricted funds)
- Special Projects Fund (unrestricted budgeted operating funds)
- Tennessee Tomorrow (unrestricted budgeted operating funds)
- President’s Council (restricted funds)

All of these accounts operated in the timeframe of November 22, 2018 through November 21, 2019 and were handled in accordance with fiscal policy. The accounts were within budget at the close of fiscal year 2019 and currently as of November 2019. After the fiscal year closes on June 30, 2020, the Office of Audit and Compliance will audit these accounts and send a report to the Board of Trustees.

Please advise if you need additional information or any clarification.

Sincerely,

David L. Miller
Senior Vice President and
Chief Financial Officer

C: Mr. Randy Boyd
Ms. Cindy Moore
## Interim President Boyd's overall performance during 2018-19 exceeded expectations:

<table>
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<tr>
<th>#</th>
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University of Tennessee 2020 Objectives

I am excited to begin the “best decade in the history of UT” as we ride the momentum of a great 2019 into an even more transformative and productive 2020! While there will be many new initiatives, we also must execute on those significant initiatives launched in 2019. Following is a summary of some of the major objectives of the University of Tennessee System along with a “by-the-numbers” summary of our key metrics. However, as a great mentor of mine once said, “You operate every day, and you strategize every day.” Because goals are always evolving, it is quite likely that some of our greatest accomplishments for 2020 are yet to be imagined!

**Enhancing Educational Excellence**

As a land-grant university (sharing that mission with all UT campuses) we must serve our state by providing the talent it needs to be successful. Governor Haslam identified the need for 55 percent of the population to have some post-secondary certificate or degree by the year 2025, known as the **Drive to 55**. UT has a critical and leading role in helping the state achieve this goal. Further, by the charge given by Abraham Lincoln when creating the land-grant universities, we must provide a ladder up for the working class and middle class to a better education that can lead to better jobs and a better life. We must define ourselves not by who we exclude, but by who we include. To accomplish this, we must continue to strive to make our campuses affordable. Thus, we have some big initiatives from 2019 that we must execute and additional initiatives to launch in 2020.

**Enhancing Educational Excellence**

- **Increasing enrollment, graduation rates and retention.** Our driving force is to improve the academic success of our students. In FY 20, our goal is to increase enrollment to 51,582 across the system and award 12,458 degrees. In addition, we are aiming to improve the six-year graduation rate for undergraduates to 65.2% and increase freshman fall-to-fall retention to 80.9%. We are working on several innovative programs and services to help us meet these goals.

- **Executing on the UT Promise.** The UT Promise will officially kick off in the fall of 2020. While we had a successful recruitment launch with over 4,000 high school applicants and over 1,000 applicants from students currently enrolled, there is much hard work remaining. We must recruit and train mentors, create an easy-to-use and meaningful service program that gives students opportunities to make an impact, and get these students successfully enrolled. We must build on our current momentum by following up with an even more successful recruiting class in 2021.

- **Endowing the UT Promise.** We have raised $24 million in the first few months since announcing the endowment. The objective for 2020 will be to increase the endowment to $50 million, putting us halfway to our longer-term objective of a $100 million endowment.

- **UT Online.** We will develop UT Online, a joint venture between our campuses to improve student success and degree completion. Currently, online courses are not seamlessly shared across UT campuses; courses are not filled to capacity; scheduling bottlenecks cannot be easily mitigated by online offerings; students cannot easily access online offerings at other UT campuses; and transcription of grades, exchange of tuition dollars, and application of financial aid are not seamless. We will explore efforts to expand online offerings through a UT consortium model which could help
to incentivize and grow online enrollment; provide greater flexibility in course scheduling; decrease
time to degree; further enrich available course offerings in current degree programs; promote the
creation of new joint UT degree programs; and provide greater flexibility for degree completion.

- **OneUT for Student Mental Health & Wellbeing**: Student mental health and wellbeing has emerged
  as one of the Nation’s most critical concerns on college campuses, negatively affecting student
  success, progression toward degree, and degree completion. The University of Tennessee aspires to
  be a national leader in addressing this crisis. In 2020, UT will convene a systemwide working group,
  OneUT for Student Mental Health & Wellbeing, to develop a strategy for building a more robust and
  supportive mental health culture on each UT campus; identify national best practices; establish
  opportunities to strengthen student support; and develop systemwide benchmarks. This workgroup
  will recommend best practices for ensuring student mental health and wellness and will identify
  necessary steps toward becoming a national leader in supporting student wellbeing.

- **New Innovative Degree Programs**. Campuses will explore expanding degree options and innovative
  opportunities for credentialing students, including, but not limited to, integrated
  undergraduate/graduate degrees; Bachelor of Applied Science degrees; accelerated undergraduate
  degrees; two-year credentials; “stackable” certificates; and/or micro credentialing. This is consistent
  with supporting the state’s Drive to 55 initiative, the goal to equip 55 percent of Tennesseans with a
  college degree or credential by the year 2025.

- **Enhance Campus Safety**. While this could go under several goals, student safety is an integral part
  of academic success. We will be creating a taskforce to identify ways to make UT campuses among
  the safest in the country.

**Expanding Research Capabilities**

- **Increasing research expenditures**. We have a goal of increasing research expenditures by 7% each
  year. For FY 20, our goal for research expenditures as reported to the National Science Foundation
  is $477.4 million. In order to reach this target, we have several ambitious projects for 2020 outlined
  below.

- **Oak Ridge Institute**. Following the release of the Steering Committee Recommendations Report,
  ORI will immediately begin full reviews of existing Joint Programs and will develop streamlining and
  realignment strategies to improve efficiency and output. Our 2020 goal is to launch the first phase of
  new faculty recruitment (24 of 120 faculty/researchers); recruit approximately fifty new
  collaboratively-mentored graduate students for the fall of 2021; and explore the acquisition of a
  facility to house the Institute. Full implementation will require new state and federal funding;
  implementation pace and scope will depend on the level of funding committed.

- **UTIA-UTK Reunification**. Following reunification, “early wins” and opportunities for additional
  collaborations were identified (reported in 2019). In 2020, UTIA-UTK working groups established by
  UTK Chancellor and UTIA Vice Chancellor will complete their charges to recommend operational
  strategies for enhanced collaboration in five broad areas (Student Services; Research; Academic
  Affairs and Shared Governance; Communications and Marketing; and Finance and Administrative
  Processes). UTIA-UTK will move forward with plans to extend student services (including dining
  options) to the west side of campus; establish new collaborative degree programs; enhance
  research opportunities to move into the top 50 public research universities (HERD); streamline
  academic policies, procedures and protocols; develop a comprehensive communication plan to fully
integrate messaging of UTIA to reflect the collaborative efforts of UTK and UTIA; and streamline financial and administrative processes.

- **Co-management of the Oak Ridge National Laboratory.** The UT-Battelle contract to manage the Oak Ridge National Laboratory (ORNL) on behalf of the US Department of Energy officially expires April 30, 2020. UT and Battelle have co-managed ORNL since winning the contract in 2000. Maintaining our management position long-term and strengthening our partnership with ORNL is of the highest priority. UT and Battelle will work with the Department of Energy in 2020 to determine next steps with the ultimate goal of a contract extension.

- **UT Research Park at Cherokee Farm.** In 2019, the University, through the UT Research Foundation and its subsidiary Cherokee Farm Development Corporation (CDFC), successfully recruited a team of seasoned economic development professionals to better position the UT Research Park at Cherokee Farm as an economic driver in East Tennessee. The Innovation North Building has now been fully leased, and one private sector tenant (a startup led by a UT graduate) went through a successful merger and acquisition. In 2020, CDFC expects to deliver on co-location projects with global innovation partners, help accelerate technology startups, and break ground on an 81,000 square foot project that promises to help better align the clinical growth of UT Medical Center with research strengths and opportunities at UT Knoxville and the UT Health Sciences Center.

- **International Policy and Compliance.** UT will create an Office of International Policy and Compliance. This new office will be responsible for developing and implementing a strategic policy agenda that promotes productive relationships with foreign partners and collaborators. We will strive to become a national leader by establishing an effective framework to promote and foster international academic collaborations while ensuring compliance with university, state, and federal policy obligations.

- **Improving Information Security and Data Privacy.** The University recognizes the critical importance of protecting the personal data of students and employees, the research data generated by faculty and students, and other sensitive information maintained on University systems. We will invest to enhance information security and ensure data privacy at the System and at each campus and institute.

**Fostering Outreach and Engagement**

As the land-grant university (sharing that mission with all UT campuses), we have the responsibility to make a positive impact across our state, transferring and leveraging our intellectual, physical, and financial resources to improve the lives of our fellow Tennesseans.

- **Leadership in Public Policy and Training.** UT has a unique opportunity to become the leader in policy development and thought leadership on key issues facing the state of Tennessee. Closer collaboration between the Baker Center, the Government Relations team, the Institute for Public Service (IPS), as well as the State Legislature and Administration will be developed to help inform specific areas of focus. Through these unmatched assets, UT will become first and foremost in the minds of policymakers when they seek thorough, thoughtful, non-partisan research and insights. Furthermore, UT has the ability to provide ongoing training for state, city, and county policymakers and administrators (much of this is already done through various IPS divisions). Through closer collaboration, these units can expand their offerings to provide additional depth and breadth of policy expertise and assistance.
• **SOAR 2.0.** We will continue to build on the tremendous success of the first addiction and opioid summit hosted last August, entitled Summit for Opioid and Addiction Response (SOAR). Helping to eliminate this crisis is a “Grand Challenge” that the University of Tennessee has the expertise to address. A series of next steps is planned, from releasing an asset mapping tool to convening SOAR 2.0. There is much to do across the state to mitigate this crisis and UT will provide important leadership.

**Ensuring Workforce and Administrative Excellence**

To ensure the maximum resources are available for our student success, discovery, and engagement mission, we will continue to strive to be more effective and efficient in our administrative operations. The following are some key initiatives that will aid in these efforts:

- **UT Tower.** The UT System, the UT Research Foundation and the UT Foundation will move into the “UT Tower,” currently known as the TVA East Tower. We expect to make the move at the end of summer or early fall. Doing so will increase efficiency by having teams working closer together instead of being spread across various different locations. There is a tremendous amount of work to do in designing the new space and making the move, but the long-term benefits will be great.

- **ERP Implementation.** The University will select a new ERP system vendor by the end of 2020. The current ERP system, known as IRIS, is built on a SAP platform (that will no longer be supported after 2025). The SAP platform is an “on-premise” system which will be replaced by a modern “cloud” ERP system. Systemwide planning will continue throughout 2020, resulting in a Request for Proposals in early fall and vendor selection by December. The project will provide support for financial and human resources operations.

- **New Office of Institutional Effectiveness.** The Offices of Institutional Research and Business Intelligence will join together to form a new Office of Institutional Effectiveness. This group will create a vision, identify opportunities and gaps, and develop an associated roadmap. We will conduct a national search for an Associate Vice President of Institutional Effectiveness in 2020.

- **Financial Dashboards.** We will create a financial performance dashboard which will provide greater insight into the University’s financial key performance indicators. The University provides an abundance of financial reports for THEC, the state, and the Board of Trustees, but these complex reports can obscure the bottom-line financial condition of the University as a whole.

- **Strategic Plan Metrics.** We will complete remaining key metrics and track and report progress on the Dashboard. Workgroups (Enhancing Educational Excellence; Expanding Research Capacities; Fostering Outreach & Engagement; Ensuring Workforce & Administrative Excellence; and Advocating for UT) will meet to review goals, document progress, and identify opportunities. Each workgroup will provide an annual update on progress and will identify associated “course corrections” if/when appropriate.

- **Administrative Alignment.** We will increase standardization of common administrative operations at UT institutions to create greater proficiency, compliance, and productivity. The workflow
designed around the new ERP system will be built on achieving standardization where possible and appropriate.

- **Pulse Surveys.** The University will improve employee engagement and satisfaction. We will begin ongoing measures of employee satisfaction and priorities through a series of surveys tailored to solicit maximum participation. These will include short “pulse” questions as well as a deeper survey.

- **University Policies.** We will improve the process for creating University policies, make existing policies more easily accessible to employees, and provide increased training opportunities to educate employees as to their obligations under those policies.

- **UT Press-UTK Library.** The UT Press plays a significant role in the intellectual life of the University of Tennessee System, the academic community, and in the state. University presses across the country have undergone transformations and have realigned as the role of presses in the academic community has changed; many university presses have joined with campus libraries to support the academic mission of the institution. Because a growing number of works are published in a digital format, libraries have been an important partner. In 2020, the UT Press and UTK Libraries will work together to identify ways to better capitalize on the long history of collaboration; benefit from existing synergies; and explore new and innovative initiatives.

- **Developing a OneUT Culture.** We will continue to convene the OneUT Leadership Council and constantly look for ways to further increase collaboration, capture synergies, and increase impact by working together statewide as a team—as OneUT. Following are just a few of those initiatives:

  - **OneUT for Campus Change.** We must make it easier for students to transfer from one UT campus to another. OneUT for Campus Change focuses on enterprise-level student success strategies to enhance access to education across the UT System and ensure the success of students transitioning between UT campuses (campus change students). Seamless transfer for students across the system will increase student success outcomes by removing barriers to degree completion, eliminating educational disparities, and allowing students more freedom to select the UT campus that best fits their needs without significant loss in credits toward a degree should a campus change be necessary.

  - **OneUT Collaboration and Innovation Grants.** In 2020, we will execute on the OneUT Collaboration and Innovation Grants announced at the end of 2019. To promote the University’s tripartite mission to educate, discover, and connect, the University of Tennessee System announced the OneUT Collaboration and Innovation Grants in late 2019. The goal of this initiative is to support innovative ideas, create collaborative opportunities, and advance the University in three key areas—student success, research, and outreach and engagement. The System set aside $1.5 million ($500,000 for each of the three categories) in one-time grants for UT faculty and staff. Proposals must promote collaboration across units, campuses, or institutes as well as demonstrate long-term sustainability. In 2020, proposals will be reviewed, grants awarded, and progress monitored.

**Advocating for UT**

Our brand affects our rankings, reputation, funding, and recruitment. While we have made tremendous progress, we still have much work to do. We will continue key initiatives and will develop new ones to
further strengthen the UT Brand. We have great stories to tell; we just need to be better at telling them.

- **Systemwide Integrated Marketing Communications Plan.** We will develop an integrated communications and marketing plan that outlines System and campus/institute roles and goals with a series of objectives, strategies, and tactics to build the collective brand through a common voice and message. While each campus and institute has its own voice and strategic communications priorities, there is a unique opportunity to quantify and promote the System’s collective impact and unify the brand to raise awareness for all UT components.

- **Consistent Brand Strategy.** There is value in leveraging the collective—and doing so requires brand consistency. Ensuring a consistent visual brand identity is critical to increasing awareness of the University of Tennessee. We will work with our colleagues at all campuses/institutes to ensure “The University of Tennessee” wordmark is consistently used and prominently positioned in all primary logos (while allowing flexibility in other design aspects based on differences in icons, character count, word length, etc.). We will reconstitute and convene the systemwide Graphic Identity Guidelines Committee to ensure more effective collaboration. The Committee will review current processes—and recommend changes as needed—between campuses/institutes and the UT System Offices of Licensing and Capital Projects to ensure consistency and awareness regarding brand guidelines.

- **Fundraising.** The UT Foundation has experienced record-breaking numbers in recent years, thanks in large part to the generosity of alumni and friends. Over the past two years, there have been transformational gifts that have named colleges and programs across the system. For the 2020 year, the Foundation has a goal of generating $243 million in private support, and currently stands at 57% of goal at the midpoint of the fiscal year. In addition, there is a goal to increase the donor base to 66,375, which would surpass last year’s record level.

- **Engagement.** Alumni engagement continues to be an important piece of the advancement program as graduates from UT campuses serve as ambassadors for the university, assist in recruiting students, serve as key advocates, and extend their private support. During the 2020 year, the goals are to expand the number of engaged alumni to 210,000 and to increase participation in the Advocacy Network to 6,650 members.

- **Government Relations.** The relationships enjoyed by the university with our state and federal governments are critical. The government remains our single largest funding source, and its approval is required on everything from parking rules to building projects. In 2020, we will continue to promote the positive perception of the University among our elected leaders and raise UT’s visibility as a thought leader throughout both the state and federal governments. In addition, we will aggressively pursue funding for our top priorities—the Oak Ridge Institute, and agriculture salary improvements including support for 32 new extension positions for our distressed rural counties—and continue efforts to increase government funding of UT research initiatives that enhance UT’s research capacity and leverage private-sector partnerships.
There have been some incredibly successful decades in UT’s history. To say this next decade will be the best in UT’s history is a bold, audacious statement. But all that has come before has provided us the foundation on which to build. Today, we have the resources, the talent, and—most importantly—the will to make it happen. And we will! 2020 will be the first step in the journey, and I, for one, cannot wait to get started!