



THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

MINUTES OF THE EDUCATION, RESEARCH, AND SERVICE COMMITTEE
November 8, 2019
Knoxville, Tennessee

The Education, Research, and Service Committee of the Board of Trustees met at 8:30 a.m. EST on Friday, November 8, 2019, in Knoxville, Tennessee.

I. Call to Order and Opening Remarks

Committee Chair Donnie Smith called the meeting to order.

II. Roll Call

Stacey Patterson, Vice President for Research, Outreach and Economic Development, called the roll, and the following members were present: Donnie Smith, Committee Chair; Spencer Ammen; Randy Boyd, Interim President; John Compton, Board Chair; Charlie Hatcher; Jeff Rogers; and Jamie Woodson. Dr. Patterson 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

Committee Chair Smith recognized Dr. Anne Langendorfer, a Lecturer in the Department of English, College of Arts and Sciences at UT Knoxville, who made a request to address the Board on the subject of non-tenure-track faculty pay. Dr. Langendorfer raised concerns regarding salary levels of lecturers in the UT System. In her remarks, she shared salary observations and comparisons, including: (i) the Modern Language Association, (ii) Knox County Schools (K-12 teachers), and (iii) other universities. Following Dr. Langendorfer's comments, Board Chair Compton requested more information regarding lecturer pay, including peer benchmark data and a breakdown across colleges/campuses, at a future meeting of the Board. Dr. Langendorfer noted that pay differences do exist based on discipline, but that the low level-entry pay for full-time lecturers is of particular concern. Interim President Boyd indicated that he would follow-up with Dr. Langendorfer on the salary data.

Committee Chair Smith recognized Dr. Misty Anderson, a Professor of English, in the College of Arts and Sciences at UT Knoxville and Past President of the Faculty Senate at



UT Knoxville, who made a request to address the Board on the topic of having a faculty member served on the Board. Dr. Anderson discussed the recent changes at the University in a number of leadership positions and the Board structure. While acknowledging that a faculty member serves as a voting member of the Education, Research and Service Committee, she recommended that consideration be given to advocating for a faculty member to serve as a member of the Board. Dr. Anderson recognized that the structure of the Board is a legislative matter. In response to questions raised by the Committee members, Dr. Anderson expressed her opinion that the faculty appointment should be a voting position. Board Chair Compton highlighted best practices on independence and the recommendation of the Association of Governing Boards. Additionally, the length of the term of appointment for both the faculty member and the student member was discussed.

IV. Annual Report on Enrollment and Other Indicators

Linda Martin, Vice President for Academic Affairs and Student Success, thanked the Office of Institutional Research for their assistance in the preparation of the report, especially Dr. Dennis Hengstler who will be retiring at the end of the year.

Dr. Martin presented highlights of the report, including:

- Total Enrollment for UT System
- Undergraduate Student Enrollment
- First-Year Retention
- 6-Year Graduation Rates
- Baccalaureate Degrees Conferred/State Master Plan
- Total Freshman Applicants/Admits/Enrolled
- Transfer Student Enrollment
- Graduate and Professional Student Enrollment

Dr. Martin indicated that, as a whole, enrollment has increased; however, it is not at the level contemplated under the new strategic plan. She advised that the University exceeded the projected figures under the State's Master Plan in the total number of Baccalaureate degrees conferred in 2019. First-year retention rates declines slightly. In this regard, she noted a number of retention efforts being employed by the campuses, which should not only improve first-year retention, but, in the long-term, the 6-year graduation rates.

Based on the presentation, members of the Committee raised questions as to: (i) whether there is additional information regarding yield, namely - reasons why those admitted do



not enroll; (ii) insights as to the top reasons why freshman students leave, and what is being done to address the particular issues. As to the first question, Dr. Martin indicated that there is some information as to why students choose not to enroll, but more work needs to be done in this area. As to the second question as to retention, the two primary reasons reported by students are financial or family/health reasons. However, Dr. Martin explained that, in some instances, there may be a different underlying reason than what is reported. She stressed the overall importance of the sense of “belonging,” as well as being able to connect with a faculty/staff member early in the student’s experience on campus. Student Trustee Spencer Ammen offered that additional efforts may need to be considered in order to assist students in the transition from high school to university.

On the subject of yield, Chancellor Keith Carver advised that, in the case of UT Martin, the lower yield levels are also a result of the significant increase in total applications. Questions were also raised as to the level of return in light of the investments made given the relatively flat year-to-year comparisons, as well as expectations for future years as compared to the goals set forth in the strategic plan. Faculty member to the Committee, Jeff Rogers, suggested tracking the number of in-state applicants as a percentage of college-eligible Tennessee students as part of the annual analysis. Dr. Martin reminded the Committee of other opportunities for increasing enrollment by focusing on adult learners and life-long learning, including online and certificate program initiatives. Board Chair Compton requested that future reports provided peer comparison data.

Additionally, Tim Cross, Senior Vice President/Senior Vice Chancellor, UT Institute of Agriculture, provided information on another student success initiative, which is a college and career preparation program being offered through 4-H for students in 8th – 12th grades, that may attract students who may not otherwise have considered attending UT. David Manderscheid, Provost of UT Knoxville, highlighted an increase in the 4-year graduation rate for the UT Knoxville campus.

V. Review of Campus Mental Health Services for Students

Dr. Martin began her remarks by discussing the dramatic growth in demand for mental health services across all institutions of higher education. She reported on recent findings contained A Survey of Presidents conducted by the American Council on Education (ACE) on college student mental health and well-being.



Findings from the survey include:

- Eight out of 10 presidents indicated that student mental health has become more of a priority on their campus than it was three years ago.
- Presidents at public four-year institutions (87%) were more likely to indicate it had become more of a priority than presidents at other types of colleges and universities.
- As concern about student mental health has grown over the last three years, roughly seven out of 10 presidents (72%) reported they had reallocated or identified additional funding to address the issue.
- Presidents count on their senior staff to assist in addressing concerns around student mental health and well-being. An overwhelming 92% of presidents reported they rely on their vice president of student affairs or dean of students to help with these issues, followed by their provost or chief academic officer (36%), chief of campus police (34%), and legal counsel (27%).
- The majority of presidents also agreed or strongly agreed that faculty on their campus were spending more time addressing student mental health concerns than three years ago (82%).
- When asked if they had unlimited resources to dedicate to student mental health on their campus, what would be the first action they would take? Over half (58%) of presidents said they would hire additional staff—mostly in the counseling center. Over one in five presidents would invest in more enhanced resources or programs. A little over one in 10 presidents mentioned professional development for faculty and staff.

Dr. Martin stated that all UT campuses have seen an increase in students seeking support for mental health issues, which is expected to grow. She reviewed a number of initiatives being employed at the various campuses, along with some of the unique challenges faced by certain campuses. She highlighted future needs across the UT campuses in terms of: (i) personnel (mental health staff): (ii) staff needs (compassion fatigue), (iii) focus on suicide prevention/intervention, and (iv) alignment (streamlining student care).

Dr. Martin informed the Committee that the Office of Academic Affairs and Student Success is facilitating a system-wide summit on November 22, 2019 entitled, "Building a Unified and Supportive Mental Health Culture." Participants will include chief academic and student affairs officers, members of their senior teams, mental health support staff, faculty, and others.



Following the conclusion of the presentation, Committee Chair Smith opened the floor for questions and comments. As part of the discussion, it was noted that the enormous rise in incidents is alarming, but that this trend is not unique to UT. The members of the Board expressed their appreciation for the focus on this issue, noting that it is a critical area and that the campuses appear to be taking it seriously. Dr. Rogers shared his experience as a faculty member, explaining that he is appreciative for the increased resources in this area. Student Trustee Ammen indicated that this is the one issue that comes up the most when he speaks with students (primarily at UT Knoxville). He stated that concerns raised by students pertaining to staffing levels and wait times for appointments. He shared staffing recommendations as presented by the International Association of Counseling Services (1 professional staff member for every 1500 students). Student Trustee Ammen also mentioned wait times of three to four weeks. Provost Manderscheid provided an update on recent efforts, the current staffing levels, and the desire by the campus to do more to address needs of the students.

VI. New Academic Program: B.S., Pharmaceutical Sciences, UTHSC

Dr. Lori Gonzales, Chief Academic Officer for UTHSC, provided an overview of the proposed program. She explained that UTHSC currently offers a Doctor of Pharmacy (PharmD) program; however, admitted students are not required to hold a baccalaureate degree. She explained the benefits of awarding the credential and how the program supports Tennessee's *Drive to 55* initiative.

Committee Chair Smith called for a motion of the Resolution in the meeting materials recommending that the Board approve the new academic program. The motion was made and seconded, and the Chair called for any questions or discussion. Hearing none, the Chair called for a voice vote, and the motion passed unanimously.

VII. Revisions to the Board Tenure Policy Concerning Early Tenure

Dr. Martin informed the Committee that the Board's tenure policy establishes a standard probationary period of six years for faculty members hired into a tenure-track appointment, but allows a faculty member to request early consideration pursuant to policies and procedures established by each campus and approved by the Board. When a faculty member applies for tenure before the sixth year of the probationary period, the Board policy provides that the Board, rather than the President, approve the tenure decision.



She explained that a faculty member's six-year probationary period may be suspended for a period of time (e.g., leave of absence or modified duties assignment). In certain instances, some continue to work productively during the suspension period or are so successful during the remainder of the probationary period that they do not need the extra time associated with the suspension. The proposed policy revisions would exempt from the "early" tenure decisions those situations where a faculty member has been employed in a tenure-track appointment for six years, has been granted a suspension of the probationary period, but nevertheless has achieved a level of success worthy of consideration for tenure on the original cases. In such cases, the President, rather than the Board, would make the decision on tenure.

Committee Chair Smith called for a motion of the Resolution in the meeting materials recommending that the Board approve the revisions to the Board Policies on Academic Freedom, Responsibility, and Tenure. The motion was made and seconded, and the Chair called for any questions or discussion. Hearing none, the Chair called for a voice vote, and the motion passed unanimously.

VIII. Tenure Recommendations Requiring Board Approval

Grant of Tenure upon Initial Appointment at UTHSC

Interim President Randy Boyd presented his recommendation that tenure upon initial appointment be granted to Dr. G. Nicholas Verne, M.D., in connection with his faculty appointment at the UT Health Science Center.

Committee Chair Smith called for a motion of the Resolution in the meeting materials recommending that the Board approve the grant of tenure. The motion was made and seconded, and the Chair called for any questions or discussion. Hearing none, the Chair called for a voice vote, and the motion passed unanimously.

Grant of Tenure upon Initial Appointment at UT Knoxville

Interim President Randy Boyd presented his recommendations that tenure upon initial appointment be granted to the following individuals in connection with their faculty appointments at UT Knoxville:

- Dr. Rigoberto Advincula
- Shamika Dalton, J.D.
- Dr. Ozlem Kilic



Committee Chair Smith called for a motion of the Resolution in the meeting materials recommending that the Board approve the grant of tenure for the aforementioned faculty members at UT Knoxville. The motion was made and seconded, and the Chair called for any questions or discussion. Hearing none, the Chair called for a voice vote, and the motion passed unanimously.

IX. Consent Agenda

The Chair then called the Committee's attention to the Consent Agenda and asked if there were any requests to remove an item. There being none, a member moved that the Resolution pertaining to the minutes of the June 21, 2019 meeting of the Committee be approved. The motion was seconded and passed unanimously.

X. Discussion of Agenda Items for Future Committee Meetings.

Committee Chair Smith solicited feedback from the members of the Committee on potential topics for future meetings of the Committee. Dr. Rogers suggested a focus on efforts directed to improve collaboration across the system (faculty and programs), along with initiatives to advance more seamless processes and common software applications across the system. Committee Chair Smith advised that an email would be circulated to the Committee members from the staff to solicit any further recommendations regarding agenda topics.

XI. Other Business (none brought to the Chair's attention prior to the meeting)

XII. Adjournment

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

Respectfully Submitted,

A handwritten signature in blue ink that reads "Cynthia C. Moore".

Cynthia C. Moore
Secretary and Special Counsel

List of Information Items Presented to the Committee

- Certification of Degrees Conferred, 2019 Summer Semester