



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

EXECUTIVE COMMITTEE	
9:00 a.m. EST/8:00 a.m. CST	Virtual/Knoxville
Friday, January 22, 2021	

AGENDA

- I. Call to Order and Roll Call
- II. Remarks of the Chairperson
- III. President's Update
- IV. [Review of 2020 Objectives](#) – Discussion Tab 1
- V. [Update on Proposed Acquisition of Martin Methodist College](#) – Discussion Tab 2
- VI. Rulemaking Process under Tennessee Uniform Administrative Procedures Act (UAPA) – Discussion
- VII. Planning for Winter Board Meeting – Discussion
- VIII. [Consent Agenda](#) – Action/Roll Call Vote Tab 3
 - A. [Minutes of the Last Meeting](#) Tab 3.1
 - B. [Annual Report on Tuition and Fee Revenues, Academic Year 2019-20](#) Tab 3.2
 - C. [Acceptance and Sale of Gift Property in Mineral Wells, TX – UT Knoxville](#) Tab 3.3
 - D. [Proposed Standing Resolution Granting Certain Authority to the Secretary](#) Tab 3.4
- IX. Other Business

[Note: Under the Bylaws, items not appearing on the agenda may be considered only upon an affirmative vote representing a majority of the total voting membership of the Executive Committee. Other business necessary to come before the Executive Committee at this meeting should be brought to the Chair or Board Secretary's attention before the meeting.]
- X. Closing Remarks
- XI. Adjournment

UNIVERSITY OF TENNESSEE 2020 OBJECTIVES



We began 2020 intending to begin the “best decade in the history of UT”. While 2020 didn’t go as planned, what doesn’t break us, makes us stronger. In a year that dealt us many challenges, I am proud of how the University of Tennessee pulled together for our students, faculty, and staff as well as our state. How we dealt with the challenges did not defeat us, it defined us!

We entered the year not knowing the challenges that COVID-19 would create, but together, we rose to the challenges, persevered, determined to keep what is most important first in every action and every decision: the health and safety of our students, faculty, and staff. We worked tirelessly to find new and innovative ways to continue our mission of educating, discovering, and serving our state. Among our many accomplishments:

- Launched a system-wide COVID-19 website and dashboard. The dashboard received an A-rating by the *New York Times*.
- Worked as OneUT to secure a single testing contract for all campuses.
- Campuses worked together to develop safety measures to ensure the health and wellbeing of their communities, and based on the system-wide positivity rate for students of .22% for the fall semester, students on our campuses were nine times safer than the general population of Tennesseans in the 17-25-year-old category, which had a 2.07% positivity rate. In fact, across the system, no cases were traced back to classroom activity in the fall.
- In addition, UT campuses and institute were on the front lines, providing much-needed services and expertise to the state and our communities:
 - UT Health Science Center (UTHSC), UT Knoxville, and ORNL used the Summit supercomputer to simulate, identify, and test effective therapeutics.
 - UTHSC partnered with industry on a platform that expresses a SARS-CoV-2 protein in an alternate virus that can be safely handled in standard research labs.
 - All campuses worked to meet the need of numerous local, regional, and state

requests for face shields, frames, masks, and accessories.

- Plough Center for Sterile Manufacturing at UTHSC produced hand sanitizer for distribution.
- UTHSC students staffed drive-thru testing facilities.
- UT Knoxville and UTHSC collaborated on DECON methods for current N95 products.

2020 also brought social justice issues to the forefront. Leaders from across the system came together, speaking out against racism that we simply cannot tolerate any longer. They are developing, strengthening, or building upon plans to better address diversity and inclusion to make a meaningful difference on their campus and in their community. We are committed to creating an environment that helps every member of our community feel valued, respected, and welcomed on our campuses. In helping to create this environment, our UT leadership teams are actively working on approaches that meet the needs of their communities. UT Knoxville is developing action plans for a campus where everyone is respected, valued, and included. At UT Chattanooga, unique events are being planned which are aimed at having critical conversations around equity and inclusion. The UT Health Science Center has created a Diversity Certificate Program to connect participants to the foundational concepts of diversity and inclusion.

Through it all, we were able to successfully launch many new initiatives and execute on 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.

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.**

OBJECTIVE:

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.

Results:

- Saw significant increase in Fall 2020 system-wide enrollment - an all-time high of 52,559, exceeding our goal of 51,582.
- Conferred an all-time high of 8,622 bachelor's degrees; graduate and professional degrees awarded an all-time high of 3,655. Total degrees awarded 12,277.
- Achieved six-year graduation rates of 62.9% system-wide, up from 61% in Fall 2019; four-year rates were 47.2%, up from 46.6%.
- Saw the largest first-year class at UT with new first-year student enrollment of 8,844.



OBJECTIVE:

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.

Results:

- Recruited over 7,400 student applicants and 1,853 mentors; launched in Fall 2020 with 1,191 eligible students.
- Completion of more than 39,000 service hours in Fall 2020.
- Received more than 200 new student UT Promise applicants for Spring 2021. Received 8,178 UT Promise applicants for Fall 2021.



**OBJECTIVE:
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.

Results:

- Received more than \$30 million in commitments and/or donations from 968 donors for UT Promise system-wide.

**OBJECTIVE:
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.

Results:

- Signed a five-year agreement with Regis University Higher Learning Partners to provide the Consortium platform.
- Appointed representatives from each campus to serve on a system-wide steering committee.
- Preparing for system-wide pilot to launch in Fall 2021.

**OBJECTIVE:
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 system-wide 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 system-wide 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.

Results:

- Convened OneUT Mental Health Task Force to develop a strategy for building a more robust and supportive mental health culture across the System.
- Provided system-wide trainings.
- Identified key mental health metrics for tracking and reporting.

ENHANCING EDUCATIONAL EXCELLENCE**OBJECTIVE:****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.

Results:

- Developed 24 new academic programs, which are in various stages across the System (including degree completion programs; STEM-related degrees; and degrees built around stackable credentials).

OBJECTIVE:**ENHANCE
CAMPUS SAFETY**

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

Results:

- Established a system-level Clery Act compliance coordinator role to support all the campuses in their efforts in maintaining their programs and developing consistent and timely Annual Safety Reports to allow our constituents to make informed decisions regarding their safety and security. The system convenes monthly meetings to ensure proactive and effective communication regarding this topic. Additionally, the system Clery Act compliance coordinator will bring information to the Board of Trustees annually to ensure broad awareness across the governance spectrum.
- Created the OneUT Emergency Response Team that is comprised of all campuses emergency managers, campus police representatives, environmental health and safety, communications, facilities, and the office of information technology. This team will make quarterly audits of each campus and share best practices.
- Conducted two sessions with TEMA on each campus this semester to enhance our response capabilities to current challenges such as COVID-19 and social justice concerns. In addition, the UT system hosts two annual emergency management summits to discuss best practices and lessons learned.
- Facilitated daily emergency management meetings during the COVID-19 response. These transitioned to weekly in September and will continue until the pandemic is over.
- Created a UT Emergency Coordination Plan that will assist in response and recovery efforts during an emergency. The plan allows for resource sharing across campuses and utilizes subject matter experts to specific emergency situations.

ENHANCING EDUCATIONAL EXCELLENCE



In addition to the goals outlined in January, the University of Tennessee System embarked on two new opportunities to increase access to education across our state:



- Signed a nonbinding letter of intent with Martin Methodist College to expand educational opportunities for southern Middle Tennesseans. The university engaged the Huron Group to conduct due diligence. The report was presented to the UT Board of Trustees on December 9. The board gave its approval for UT System leaders to continue negotiations and seek necessary approvals. UT leadership will report back to the Board in January regarding specific student demographic information for southern middle Tennessee and the strategy for growing the campus; the academic disciplines where the campus can excel; the economic considerations associated with enrollment, retention, and academic success; and plans for engaging stakeholders, including faculty and staff, in ongoing discussions regarding the proposed acquisition. If the acquisition is approved, Martin Methodist would become the fourth undergraduate campus in the UT System and the first new campus since UT Chattanooga joined 50 years ago. It would be the only public four-year institution of higher education between Chattanooga and Memphis, serving a southern Middle Tennessee region of 13 counties near the Alabama border.
- Building on the success of its two cloud computing and Power BI skills programs offered earlier this year, Tennessee Digital Jobs Factory (TDJF) is currently supporting 163 students in an online learning community as they launch their training in Python programming, a skill that is highly sought after by employers. These budding Python programmers are mostly current UT undergraduate students, but also include UT graduate students, UT faculty and staff, UT alumni, local high school students, and employees of local companies. The TDJF team seeks to grow its offerings to match students' interests and employers' needs.

EXPANDING RESEARCH CAPABILITIES

OBJECTIVE:

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.

Results:

- Achieved an all-time high in FY20 with system-wide research expenditures seeing a 1.35% increase over the previous year. This is the fourth consecutive year of increased research expenditures. The official report will be made to the National Science Foundation in January as part of their Higher Education Research and Development (HERD) Survey. Due to the reunification of UT Knoxville and UT Institute of Agriculture (UTIA), those units will be reported together this year for the first time since 2010.



OBJECTIVE:

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.

Results:

- Responded to a Department of Energy Funding Opportunity Announcement to develop the workforce in emerging energy fields in April. On June 17, 2020, the US Secretary of Energy announced the \$20 million award to UT and ORNL. The five-year project has a total budget of \$36.8 million and will support 150 Ph.D. students, over 200 undergraduates for immersive summer experiences and will provide seed funding to establish collaborative programs for follow-on funding.
- Executed a memorandum of understanding that establishes guidelines for operation of ORI at UT. Dr. Stacey Patterson and Dr. Michelle Buchanan were appointed as co-Interim Directors of ORI at UT. The Institute also appointed interim education, operations, and strategic program directors.
- Initiated reviews of the four joint institutes, which are in their final phase. New procedures for Joint Faculty annual assessment and guidelines for mentoring students at ORNL have been established.
- Held an ideation retreat and released a call for proposals for the first round of seed grants. The program received an overwhelming response with thirty-eight proposals. Joint UT and ORNL reviews have been completed and award announcements will be made by the end of the calendar year, setting the tone for the types of research projects that will become ORI at UT's stock-in-trade.
- Began national searches for a permanent, full-time director, a communications director, and two student recruiters.

EXPANDING RESEARCH CAPABILITIES

OBJECTIVE:**UTIA-UT
KNOXVILLE
REUNIFICATION**

Following reunification, “early wins” and opportunities for additional collaborations were identified (reported in 2019). In 2020, UTIA-UT Knoxville working groups established by UT Knoxville Chancellor and UTIA Senior 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-UT Knoxville 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 UT Knoxville and UTIA, and streamline financial and administrative processes.

Results:

- Actively involving UTIA leadership in the UT Knoxville strategic visioning process.
- Announced a new OneHealth Initiative in February as a major new research, education, and outreach collaboration that includes faculty and scientists from UTIA and other campus units, along with scientists from Oak Ridge National Laboratory.
- Received reports from five re-unification working groups that outline recommendations for immediate and long-term actions to support re-unification and these recommendations are being prioritized and implemented. Consolidated reporting of research awards/expenditures, and philanthropic gifts are in place, and progress is underway for consolidated budget planning and reporting.
- Received a positive response from the National Science Foundation (NSF) to our request that UT Knoxville and UTIA research expenditures be reported as one. This will occur for the FY20 NSF HERD survey.
- Enhanced research development services for all UT Knoxville faculty to hone large (>\$3 million) research and education proposals.
- Grew support for UTIA research conflicts of interest and research misconduct compliance functions. Effective 2021 the two separate conflict of interest committees will merge into one.
- Formed a community of scholars in bioinformatics with the anticipation of adding three or four more communities of scholars across both campuses to define shared research infrastructure opportunities and needs.
- Co-invested in four to seven collaborative seed projects as part of the OneHealth Initiative to make UT more competitive for external funding. All projects include faculty from both Knoxville campuses. One project includes faculty from UT Chattanooga.
- Initiated an Express Bus to ease travel between the two parts of the campus. It runs every few minutes picking up students near Stokely and Ellington Plant Science Building. Planning is underway to consider improved routes and better signage and information about the routes.
- Leased a few hundred parking spots a University Commons to assist with UTIA parking issues and also helped Vet Med with special parking arrangements for their staff and students.

EXPANDING RESEARCH CAPABILITIES

OBJECTIVE:

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 on 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.

Results:

- Received a five-year contract extension in March from the Department of Energy for the management of the Oak Ridge National Laboratory. Contract negotiations are now complete through March 31, 2025.



OBJECTIVE:

UT RESEARCH PARK AT CHEROKEE FARM

In 2019, the University, through the UT Research Foundation and its subsidiary Cherokee Farm Development Corporation (CFDC), 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, CFDC 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.

Results:

- Announced the establishment of Volkswagen's first North American Innovation Hub at the UT Research Park at Cherokee Farm in January. The establishment of this facility will bolster collaboration opportunities with faculty researchers and will provide unique graduate training opportunities.
- Received a certificate of need for UT Medical Center and University Orthopedic Surgeons project at the UT Research Park to establish an Orthopaedics Institute. The project has now been scoped at 88,000 square feet and includes some under-building parking. The third floor will be reserved for private sector tenants and research. The project officially broke ground in October.
- Established the Spark Innovation Center to offer wet-lab accelerator space and services to technology-based startups to help keep them in the region. The Spark Center is already at capacity serving six high-potential startup companies and won a Department of Energy EPIC prize (\$50,000) as one of the country's most innovative incubator spaces.
- Fully leased Innovation North project. The team is working on a new project called Innovation South that will be focused on UT Knoxville's growth areas in advanced materials.
- Actively working with the state's Economic and Community Development department on promising projects and Three Roots Capital just announced a successful EDA grant for \$665,000 to work with the UT Research Park to explore ways to take advantage of its Opportunity Zone designation.



EXPANDING RESEARCH CAPABILITIES

OBJECTIVE: **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.

Results:

- Established the Office of International Policy and Compliance. Currently, the office houses one part-time employee on loan from UT-Battelle. A committee of subject matter experts has been established and meets weekly to discuss issues and develop strategies to address UT's needs in this evolving area.
- Increased legal and policy compliance to protect UT intellectual property and other resources by developing a new and more comprehensive Outside Interest Disclosure form. UT employees are now required to disclose information about their relationships and contracts with, and payments received from, foreign governments and other foreign entities, and their travel to foreign countries. This will allow UT to more effectively monitor and mitigate the risks of improper foreign influence, conflicts of interest, and conflicts of commitment by its employees.
- Launched a policy for Visitors Engaged in Research this fall to enhance the vetting process for visitors with access to campus research facilities.

OBJECTIVE: **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.

Results:

- Created a team including the office of General Counsel, UT System Chief Security Officer, and Chief Audit and Compliance Officer to develop ideas for potential improvements in these areas.
- Prepared a proposal with specific recommendations, including the appointment of a System Chief Privacy Officer and establishment of a related System Privacy Council. The proposal was presented to and supported by President Boyd, ELT, and the Chancellors. This proposal was also presented to the UT Board's Audit and Compliance Committee.
- Drafted a proposed job description for the Chief Privacy Officer.

In addition to the goals outlined in January, the UT System announced a strategic alliance between the Texas A&M University System (TAMUS) and the University of Tennessee System (UT) to join a team to compete for the management-and-operations contract of the Y-12 National Security Complex in Tennessee and the Pantex Plant in Texas. UT and TAMUS successfully joined a proposal team and participated in a proposal to provide workforce development initiatives to the two plants.

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.

OBJECTIVE:

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.

Results:

- Utilized resources from the Baker Center, IPS, and across the UT Knoxville campus aid the state's response to COVID-19. Great work has been done through CORE-19, a team of researchers in public health, economics, public policy, agriculture, and other disciplines that has provided timely and evidence-based information to legislators and the Administration regarding the global pandemic. The team worked with Governor Bill Lee's Economic Recovery Group to conduct pulse surveys on Tennesseans' attitudes and behaviors regarding the reopening of Tennessee's economy.

OBJECTIVE:

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 are 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.

Results:

- Created a steering committee to put a strategy around 2.0. The steering committee has changed the name to the Substance Misuse and Addiction Resource for Tennessee (SMART) Policy Group. The group's mission is to partner with communities to curate and disseminate a balanced perspective to inform sustainable, evidence-based policies to prevent substance misuse and advance effective treatment and recovery support services for Tennessee.



FOSTERING OUTREACH AND ENGAGEMENT**SOAR 2.0
CONTINUED**

- Hired Jennifer Tourville, assistant professor of nursing at UT Knoxville, to serve as the Director of Substance Misuse and Abuse to oversee the group and coordinate activities across the state as a part-time piece of her role at UT. The SMART Policy Network will provide user-friendly and accessible data visualizations on substance misuse prevention, recovery, and treatment metrics for Tennessee communities, as well as other related indicators and resources. The group identified the areas of criminal justice reform and telehealth as the areas where we can have an impact and is working with a cross-section of experts from across the UT System and the state to develop position papers and assist with research in these key areas.
- Launched SMART in October. SMART is currently working with communications, government relations, and the Institute for Public Service to reach out to legislators and local elected officials.



In addition to the goals outlined in January, major progress was made on the Milan land transfer, benefitting the UT Institute of Agriculture. Language was included in the National Defense Authorization Act (NDAA) to authorize the transfer of roughly 900 acres currently leased by the UTIA AgResearch and Education Center at Milan. Securing the authorization was critical, as the Army is expected to surplus the property, and loss of the acreage would put the Center's future in jeopardy. Although the Administration vetoed the NDAA, the House and Senate voted to override President Trump's veto. The land transfer is now one step closer to reality, and our team will work with the Army on next steps.

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:

OBJECTIVE: **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 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.

Results:

- Completed the lease (easement) between UT, Knox County, and TVA and received all approvals.
- Hired an architectural design firm, which is finalizing the interior design for the UT floors including System Administration, UTRF, and space for a UT-Battelle office.
- Construction is underway on the new east entrance and elevator that is necessary to access the building independently from the TVA’s west tower. Bid packages will go out early in the new year for floors 11 & 12 for which move-in is planned in mid-2021. UTFI has made a financial decision to defer moving into the 7th floor at this time. This will also save construction costs of building out the core and furnishings of the floor.



ENSURING WORKFORCE AND ADMINISTRATIVE EXCELLENCE

OBJECTIVE: **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 an SAP platform (that will no longer be supported after 2025). The SAP platform is an “on-premise” system that will be replaced by a modern “cloud” ERP system. System-wide 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.

Results:

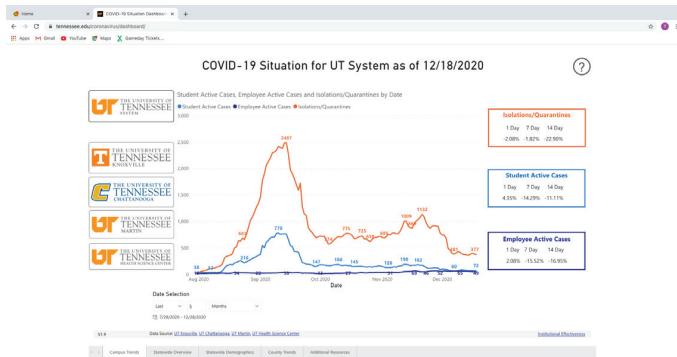
- Engaged Huron Consulting as a planning consultant to assist with development system requirements and the RFP. The Huron-led planning effort will conclude by the end of December.
- Achieved a long list of accomplishments. Huron and UT staff developed a considerable body of work that can be completed before selecting a vendor and start implementation. The staff-led effort will involve all institutions in resolving conflicts in current policies and practices which will reduce the implementation time and save significant consulting fees. This strategy does not delay the project timeline, but rather uses internal staff instead of additional consultants for internal planning.
- Selection of the vendor and consulting system integrator will be in the fall of 2021. Upon completing contract negotiations, the implementation would begin in January of 2022 with a go-live target of the beginning of the fiscal year on July 1, 2024. In early December, UTSA hosted four vendor demonstrations of capabilities in which 100 – 150 staff system-wide participated.

OBJECTIVE: **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.

Results:

- Formed the Institutional Effectiveness Team in January 2020 via the merger of business intelligence and institutional research.
- Began providing infographics to the UT Board of Trustees in February 2020; to date, four infographics have been provided to the Board.
- Developed and added a COVID-19 Dashboard on the Transparent UT website.
- Created a new website: <https://ie.tennessee.edu>



ENSURING WORKFORCE AND ADMINISTRATIVE EXCELLENCE

OBJECTIVE: **FINANCIAL DASHBOARDS**

We will create a financial performance dashboard that 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.

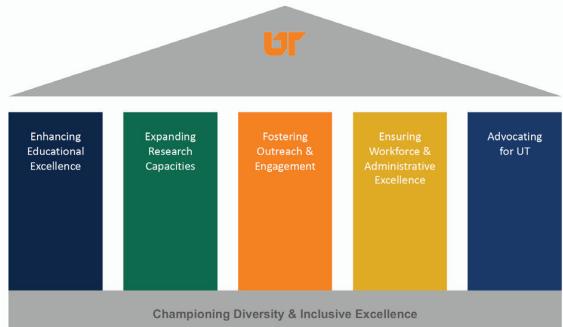
Results:

- Presented new financial Key Performance Indicators (KPIs) to the Board at both the fall and winter meetings. While these are providing more up-to-date financial information to the Board there is still ongoing work to simplify University and state financial models and present them in more commonly used business methods.
- Special reporting on the financial impact of COVID-19 presented new ways of measuring our financial health and challenges in developing comparative metrics. At the October Board meeting, our finance team presented the first quarter budget to actual revenue and expenses compared to the same time last year.

OBJECTIVE: **STRATEGIC PLAN METRICS**

We will complete the 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.

Results:

- Assessed current strategic goals and identified the need to re-imagine the strategic plan to incorporate our vision of the "best decade in the history of UT".
 - Reimagining of the UT Strategic Plan will begin in January 2021. The process will include broad participation from both internal and external stakeholders.
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OBJECTIVE: **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.

Results:

- Aligned processes for several operations to more standardized models. Due to response to the COVID-19, human resources operations have become more aligned.
- Moved public information requests to a central position in the UT System office.
- Began ERP planning process, assisted by Huron Consulting, to help prioritize the areas which will benefit most from greater standardization. The ERP project implementation will document three major outcomes: 1) the processes and workflow steps reduced or eliminated, 2) improve internal controls by identifying and mitigating operational risks, and 3) efficiently standardizing operational functions.

ENSURING WORKFORCE AND ADMINISTRATIVE EXCELLENCE

ADMINISTRATIVE ALIGNMENT CONTINUED

OBJECTIVE: PULSE SURVEYS

- Ongoing work is embedded in the ERP planning and streamlining effort described in the ERP section. In early 2021 teams from across the system will be standardizing administrative policies and practices to prepare for the implementation of the new ERP system. Planned improvements continue in Capital Projects (State Building Commission approvals), Human Resources (functionality in the Taleo recruitment tools), Procurement (greater use of the UT Marketplace, Travel (Concur fully implemented), and Information Technology (greater use of common contracts).

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.

Results:

- Subscribed to an annual membership with McLean & Co. to design, administer, interpret, and report findings, through an employee engagement program.
- Reacted to COVID-19 disruption by developing a COVID-19 Resource Center and materials to help manage the pandemic. In April, McLean released a Pandemic Engagement Pulse (PEP) survey to evaluate employee engagement and focus on COVID-19 timely issues. We collected data on core engagement drivers among a subset of UT System employees.
- Received employees' feedback on the organization's response to COVID and their feelings of being supported and heard. As a complement to the PEP Survey, we launched the Employee Experience Monitor (EXM) survey to gather quick, snapshot-style data on employees' sentiment. UT System ran the first pilot of the survey in April, with a sample of 664 employees. We have completed the second round in November, introducing the survey to 6341 employees across other campuses.
- Achieved an aggregate Net Promoter Score (NPS) of 56 for the System Administration with 80.4% of respondents engaged. UT System worked with a McLean advisor to review the results, communicate the findings with the employees, supervisors, and leadership to develop and inform an action plan of response. The UT System is committed to the continuation of an employee engagement program inclusive of 1) the quick one question employee experience monitor (EXM), 2) short pulse surveys, and 3) full employee engagement surveys for UT employees throughout its campuses, institutes, and centers.
- Collaborated with campuses to develop and distribute a student pulse survey to all UT students. Approximately 7,500 students responded to report concerns and challenges during COVID and other ongoing issues in 2020. The survey's findings will be presented at the February 2021 BOT meeting.



ENSURING WORKFORCE AND ADMINISTRATIVE EXCELLENCE

OBJECTIVE: **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.

Results:

- Designated a lead attorney in the Office of General Counsel to manage policy development and review. The process of creating standard formats for policies is underway. The new process will systematically review all policies for streamlining, clarification, simplification, or elimination. The process for creating new policies is also being streamlined and will be reflected in a revised system Policy Governing Issuance of System-wide Administrative Policies, which will be completed soon.
- Developing a new policy webpage/resource page and a policy development working group has been formed. One focus of the policy redevelopment effort is to make policies easier to read with more visual tools and simplified presentation. The website will provide an all-inclusive location for information with various sources of University guidance and will include a frequently asked questions section to assist faculty and staff in finding answers relating to policies.

OBJECTIVE: **UT PRESS-UT KNOXVILLE 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 UT Knoxville 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.

Results:

- Transferred UT Press to the UT Knoxville library under the leadership of Dean Steve Smith. This arrangement is a best practice and should allow them to collaborate, gain synergies, and increase capabilities. The UT Press will still serve all UT campuses and faculty.

ENSURING WORKFORCE AND ADMINISTRATIVE EXCELLENCE



OBJECTIVE:
**ONEUT FOR
CAMPUS CHANGE**

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:

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.

Results:

- Implemented Campus Change Working Group, composed of representatives from the three UT undergraduate campuses. The group meets monthly. Participants include university registrars, transfer center directors or coordinators, admissions counselors, and other student support staff.
- Developed consistent language for transfer applications. These changes will allow campuses to identify and track campus change students.
- Created an electronic transcript exchange.
- Constituted shared access to Banner across all UT campuses to verify campus change student information.
- Finalizing immunization request form for campus change students by Spring 2021.
- Drafted UT campus change policy to address expectations and evaluation of credits for campus change students.

OBJECTIVE:
**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.

Results:

- Received an overwhelming response with 299 submitted proposals (67 Educate, 144 Discover, and 88 Connect) from every UT campus and institute. Review teams evaluated each proposal based on collaboration, innovation, impact, and alignment with the UT System-wide Strategic Plan. A total of twenty-five proposals were selected for award of just over \$1 million. Projects accounts have been established and work began on July 1, 2020.

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.

OBJECTIVE:

SYSTEM-WIDE 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.

Results:

- Completed the 2020 Integrated Marketing Communications (IMC) Plan in coordination with campus and institute communicators. The System Office of Communications and Marketing continues to monitor the plan to identify new opportunities for collaboration and amplification across the system. Communicators are now finalizing the 2021 IMC Plan.

OBJECTIVE:

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 system-wide 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.

Results:

- Worked with each campus and institute to update and refresh marks and developed brand quick look books for each entity. The new marks were launched in the fall.

OBJECTIVE:

FUNDRAISING

The UT Foundation (UTFI) 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 established a “stretch” goal of \$243 million in private supportchanges as needed—between campuses/institutes and the UT System Offices of Licensing and Capital Projects to ensure consistency and awareness regarding brand guidelines.

FUNDRAISING CONTINUED

Results:

- Received \$196.4 million in total commitments, representing 81% of their stretch goal of \$243 million in FY 20. In addition, the foundation surpassed its goal of 66,375 donors, with 67,281 donors. This represents the highest total of donors in the university's history. UTFI counts donations on fiscal year ending June 30. For FY 21, UTFI has over \$133 million in-hand as of December 15. 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.

OBJECTIVE: **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.

Results:

- Increased number of engaged alumni to more than 226,000 and membership in the Advocacy Network has grown to almost 7,600, exceeding these goals for the year.

OBJECTIVE: **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.

Results:

- Despite the state's budget crisis in response to the COVID-19 pandemic, the Administration and state legislature demonstrated strong support for UT by maintaining our state funding levels. We are grateful to have received no budget cuts and for this continued investment in public higher education and our students.
- Worked with lawmakers to secure a four-year sunset extension of the UT Board of Trustees, COVID-19 liability protections, and access to electronic meetings for our campus advisory boards.
- Ensured no punitive legislation was filed impacting the University of Tennessee and worked to amend or defeat measures with fiscal impact to the University. In sum, 100% of legislation causing a negative financial impact to UT was defeated or taken off notice.
- Achieved a return-on-investment of the government relations team of 53:1 for this year's session.
- Federal FY 21 appropriations resulted in record funding for UT projects, with \$65 million in new defense-related plus-ups secured.



**UPDATE ON POTENTIAL ACQUISITION OF
MARTIN METHODIST COLLEGE**

January 15, 2021

January 15, 2021

John Compton
Chair
The University of Tennessee Board of Trustees
Knoxville, TN

Dear Chair Compton,

I am pleased to present an update on activities related to the University's potential acquisition of Martin Methodist College to you and other members of the Board of Trustees.

This report focuses on the following four issues outlined during the specially called Board meeting in December 2020:

- Strategy for growing the campus;
- Academic disciplines where the campus can excel;
- Economic considerations associated with enrollment, retention, and academic success; and
- Plans for engaging stakeholders, including faculty and staff, in ongoing discussions regarding the proposed acquisition.

The team has developed strategies for addressing each of these four areas based on an assessment of the data and information compiled thus far:

- Enrollment: Focus on growing enrollment to 1,500 in the near term,
- Academics: Continue MMC's current plans for new academic programs and enhance current programs with existing resources,
- Economics: Grow enrollment to enhance the campus,
- Engagement: Maintain transparency by sharing information with all interested stakeholders in a variety of formats.

At this early stage, no long-term strategic plan has been developed; therefore, this update focuses on immediate to near-term (3-5 years) activities necessary for a successful acquisition.

As always, my team and I are committed to transparency and will update you and the Board of any significant issues as necessary. A complete update will be provided to the full Board during the winter meeting in February.

Best Regards,



Randy Boyd
President
The University of Tennessee System

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ATTACHMENT

Impact of Raising College-Going Rates to State Average

UPDATE ON POTENTIAL ACQUISITION OF MARTIN METHODIST COLLEGE

INTRODUCTION

Purpose

This report presents updates on the following four issues related to the University of Tennessee (UT) System's potential acquisition of Martin Methodist College (MMC), as requested by the Board of Trustees during its specially called December 2020 meeting:

- Strategy for growing the proposed UT campus;
- Academic disciplines in which the campus can excel;
- Economic considerations associated with enrollment, retention, and academic success; and
- Plans for engaging stakeholders, including faculty and staff, in ongoing discussions regarding the proposed acquisition.

These updates represent the current thinking of UT's executive leadership and will evolve as the process of seeking necessary approvals, developing a detailed asset transfer agreement, identifying transition policy and operational issues, and conducting due diligence continues.

At this early stage, no long-term strategic plan has been developed; therefore, this update focuses on immediate to near-term (3-5 years) activities necessary for a successful acquisition.

Background

At the December 9, 2020, special meeting of the Board of Trustees, the Board authorized University leaders to seek the necessary approvals and negotiate an asset transfer agreement for the potential acquisition of MMC. The Board must approve the asset transfer agreement to finalize the acquisition. Provided all other authorizations and approvals are obtained, this approval will occur during the Board's June 2021 meeting.

During the December special meeting, trustees and University executives discussed the strategic goals of the potential acquisition as well as the findings of an in-depth due diligence report produced by Huron Consulting Group.

UT President Randy Boyd explained the acquisition supports the University's goals of growing its enrollment and increasing the college-going rate of Tennesseans, contributing to the State's "Drive to 55" initiative (55 percent with a post-secondary credential). The group also discussed the acquisition's benefits highlighted in Huron's report: 1) providing the citizens in southern middle Tennessee with access to quality, affordable higher education and 2) addressing the labor market needs for college-educated workers in nursing, education, and business and professional services.

The principal challenge to the acquisition's success is financial. Enrollment growth is necessary for success, and the population of traditional college-age students in the region, as well as throughout the nation, is expected to decline. The acquisition would require the State to invest approximately \$5 million of recurring funds to establish the new campus. The decision for doing so rests with the Governor and the General Assembly.

ENROLLMENT GROWTH

Strategy: Target enrollment growth to reaching 1,500 in the near term.

As the Huron Consulting Group's report explains, growing enrollment through traditional college-age students will be challenging as that population experiences an overall decline through 2031, as in other parts of the country. An additional challenge for the proposed UT campus discussed in the Huron report is that the college-going rate in most counties in the region declined from 2015 (64.4%) to 2019 (61.8%) even though the number of high school graduates and college enrollees increased over this time. Given the challenging environment, enrollment is likely to grow slowly.

Raising College-Going Rates

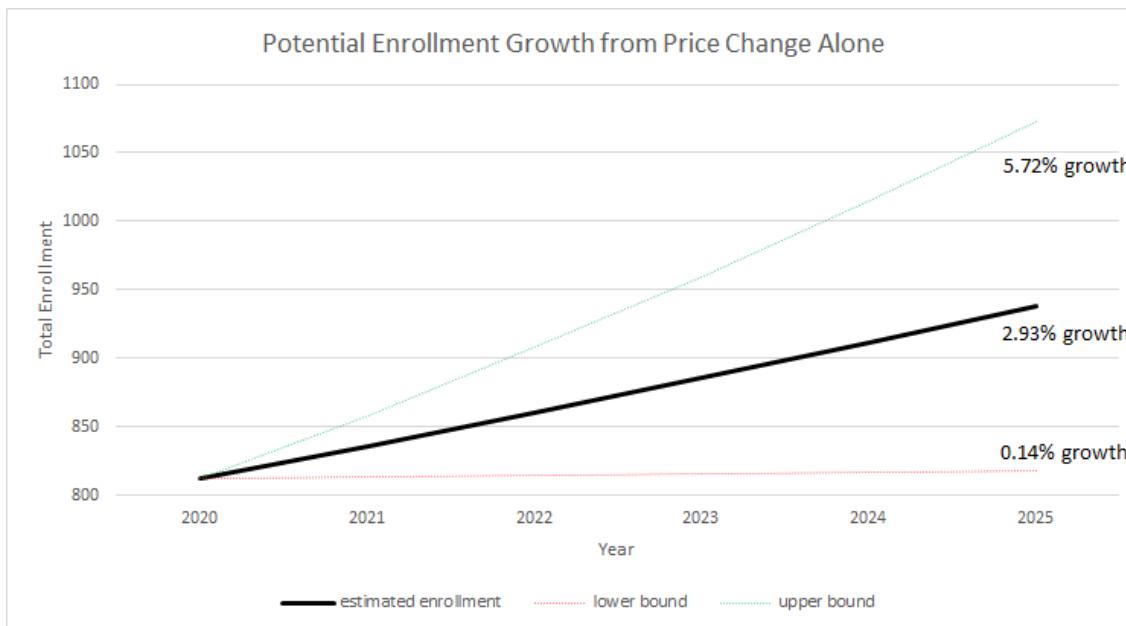
The UT System Institutional Effectiveness (IE) team analyzed the effect of raising the college-going rate in the MMC catchment area to that of the rest of the state. That analysis included 35 counties, the 19 MMC self-defined as in their recruiting area and others from which students enrolled at MMC. If the college-going rate of the counties in which the rate fell below the state average was raised to that average—61.8 percent, the result would be **an estimated additional 16 students** would have enrolled at MMC in fall 2019 (based on MMC's historical market share of students from each of those counties). See the Attachment for the complete analysis.

Decreasing Tuition and Improving Retention

The IE team also analyzed the effect on enrollment that the decrease in tuition would have on the proposed UT campus. Intuitively, a decrease in cost would be expected to attract additional students; however, this analysis is the first attempt to quantify the magnitude of the increase.

The following chart demonstrates expected enrollment growth based solely on an average \$5,000 decrease in net price to students. The impact of the price change on enrollment was estimated by analyzing multiple years' worth of price changes and new student enrollments at 29 institutions similar to MMC in size, location, and degree offerings.

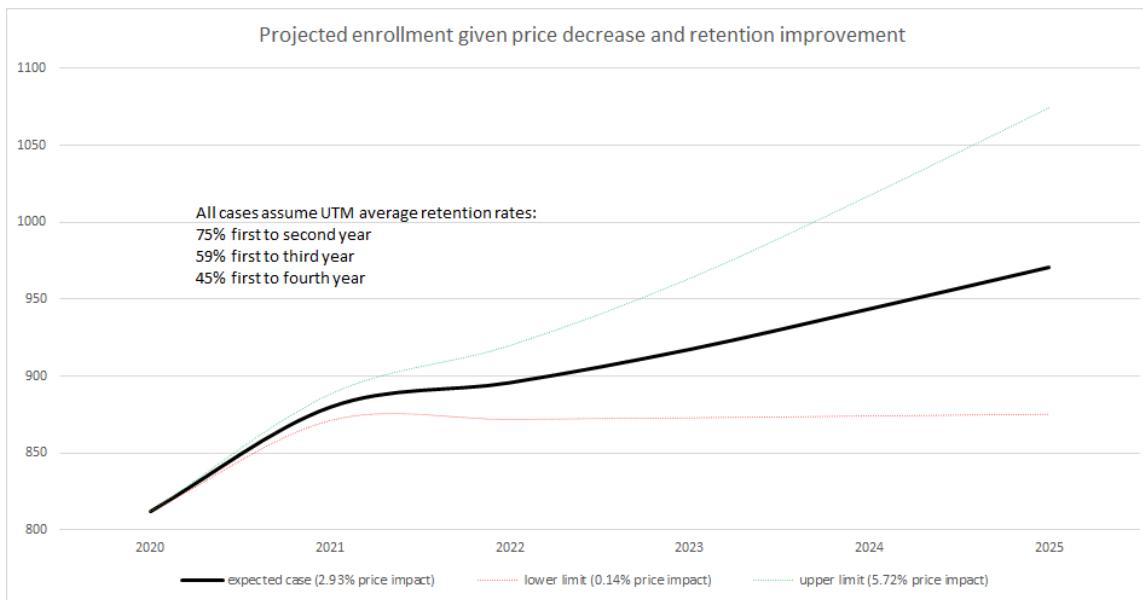
The analysis suggests MMC's **average expected growth rate, based on price alone, will be nearly 3 percent annually**. The chart also illustrates that the growth rate will be between 0.14 percent on the low end and 5.72 percent on the high end, with a 95 percent confidence level. Larger price decreases would provide modestly higher growth rates, with lower price decreases providing modestly lower growth rates.



The graph demonstrates the effect of a \$5,000 decrease in price. The black line in the chart represents enrollment growth over five years given the average expected growth rate of 2.93%; the red and green dashed lines represent the low and high ends of the range of possible growth rates (0.14% and 5.72%, respectively).

Note that this analysis does not consider retention effects simultaneous to a price decrease. When considering the effects of both price and retention simultaneously, the model becomes more mathematically complex, but offers similar results. The IE team investigated how enrollment might grow if price was decreased as described above *and* if MMC's retention rates improved to the levels observed over the past five years at UT Martin.

UT Martin is a reasonable model for potential retention rates for MMC. Both are small rural institutions with an undergraduate focus. By way of comparison, MMC's first to second year retention rate averages 48 percent against UTM's 75 percent. First to third year retention is 35 percent at MMC versus 59 percent at UTM, and first to fourth year retention is 38 percent at MMC compared to 45 percent at UTM.



The graph demonstrates the effect of a \$5,000 decrease in price *and* the effect of student retention at UTM average rates. The black line in the chart represents enrollment growth over five years given the average expected price decrease impact of 2.93% for the first-year cohort size plus retention effects for other cohorts; the red and green dashed lines represent the low and high ends of the range of possible price decrease impact (0.14% and 5.72%, respectively) plus retention effects.

The following table demonstrates the similarity between the price model and the price+retention model predictions and shows the point in time at which each model predicts enrollment surpassing the 1,500 enrollment target:

Projected MMC enrollment for each model

Year	Price model	Price+retention model
2020	812	792
2021	836	860
2022	860	876
2023	886	897
2024	912	924
2025	938	951
.	.	.
2042	1449	1521
2043	1486	1564
2044	1524	1608

As these initial analyses suggest, **decreasing tuition and raising the college going and retention rates will have to be augmented by marketing the UT brand and enhancing academic programs**, among other strategies.

Quantifying the effect of marketing and program enhancement is difficult; however, both would be expected to increase enrollment. The following observations bolster that view:

- As demonstrated by statements from current MMC faculty, staff, and students; participants in focus groups and town hall meetings; and regional government officials, the UT brand will have a positive impact on the campus and the region.
- MMC's finances caused officials to curtail their marketing efforts, including leaving vacant a position dedicated to marketing; the UT System Communications and Marketing team plans to assist with enhancing these efforts, including rebranding.

Having said that enrollment is likely to grow slowly, UT must be prepared for changing circumstances.

Enrollment will grow as the region grows, and growth in this region is highly likely. A *Wall Street Journal* editorial published on January 2, 2021, pointed out that Tennessee's population grew more during the pandemic than the previous year, attributing that to low taxes and a good business climate.

The University of Tennessee's Boyd Center for Business & Economic Research, in its biennial *Tennessee Population Projection* report for 2018-2070, projects significant growth in counties south of Nashville through 2040 despite a few counties in the region that will decrease in population. For Giles County, where MMC is located, and the proximate surrounding counties, the Boyd Center projects the following population changes for 2018-2040:

County	2018 Pop*	2040 Pop	Annual Rate of Pop Change	Overall Rate of Pop Change
Giles	29,503	28,097	-0.22%	-4.8%
Lawrence	43,734	45,258	+0.16%	+3.5%
Lincoln	34,117	36,227	+0.27%	+6.2%
Marshall	33,483	39,795	+0.76%	+18.1%
Maury	94,340	123,724	+1.24%	+31.1%

*US Census Bureau Estimate

The UT team sees definite advantages to targeting a campus with enrollment of 1,500:

- Such a campus would provide a unique small-school environment among the current state-supported institutions and would complement UT's portfolio of institutions. Currently, the smallest state-supported four-year institution is UT Martin with its enrollment of more than 7,000.

Many students prefer a small school atmosphere and, as comments from current MMC students have shown, some students are unable or unwilling to leave their home region.

- Targeting 1,500 mitigates the risk of growing too fast—enrollment growth must not outpace the ability of the campus to provide the resources—such as faculty, support personnel, and facilities—to support a larger student population. See the Economics section of this report for additional detail on resources.

ACADEMIC DISCIPLINES

Strategy: Continue MMC's current plans for new academic programs and enhance current programs with existing resources.

As discussed in the Huron Group's report, MMC's current emphasis on academic programs in nursing, education, and business aligns well with projected Tennessee workforce demands.

Also, documents provided to the University by MMC indicate that the institution is accredited by SACSCOC (UT's accreditor) at the associate, baccalaureate, and master's levels, and that the institution has specialty accreditation for Nursing and Education. All correspondence and documents reviewed indicate that the institution and its programs are currently accredited with no conditions, sanctions, or other adverse actions.

US Department of Education Grant

In October 2020, MMC announced that it was awarded a five-year Title III Strengthening Institutions Program (SIP) grant of \$2 million from the US Department of Education. The SIP program helps eligible higher education institutions become self-sufficient and expand their capacity to serve low-income students by providing funds to improve and strengthen the academic quality, institutional management, and fiscal stability of eligible institutions.

In the announcement, MMC officials stated the grant will be used to support new majors in **Computer Information Systems, Cybersecurity, and Public Health Education**. In addition, over the five-year period, the grant will allow MMC to strengthen the technological infrastructure of the institution, modernizing technology in labs and classrooms. The grant will also help in tracking student success.

New Programs

In addition to the programs mentioned in the SIP award announcement, MMC provided the University with information about new programs it has developed or plans to develop. These include:

- **Master of Science in Criminal Justice.** Comprised of 11 face-to-face, hybrid, and online courses to be taken over four semesters, the 33-credit-hour M.S. in Criminal Justice is designed to prepare working professionals for advancement in justice-related professions, particularly for administrative and management-level professionals and for the ever-growing expansion in homeland security.
- **K-12 Special Education.** MMC is establishing a K-12 special education program, for which it will receive guidance from the Special Education program at UT Knoxville as well as the other UT campuses at Chattanooga and Martin via the Teacher Preparation Work Group.

Planning

Currently, the UT System Academic Affairs and Student Success team is working with MMC officials on possibilities for new programs and initiatives. These activities fall primarily within two areas: **(1) reconfiguration of existing resources and (2) new opportunities via collaboration.**

Resource Reconfiguration. Using the expertise of current faculty and existing course offerings, there are numerous possibilities for new programs at MMC, including (a) Public Service and Non-Profit Leadership; (b) Multidisciplinary Studies via Stackable Credentials; and (c) Health Science and Human Development:

- A public service or non-profit major could easily integrate MMC's existing expertise in Philosophy, Accounting, Human Services, and Business, with Electives in Church/Educational Ministry, Education, Public Health, and Criminal Justice.
- A stackable credential option, which is gaining in national popularity across higher education, could build upon the standard general education curriculum with a three or four-certificate option. To apply, students could complete an application outlining their future career goals and interests. Options could include: Biological Studies (e.g., Biology, Biochemistry, Biotech, etc.); Business and Management; Social Sciences (e.g., Psych, Human Dev., Education, Philosophy); Religious Studies; Technology and Information Sciences (e.g., Cybersecurity, Information Systems; Biotech); Public Health (Public Health Ed., Education, Psychology, Nursing, Biomedical Sciences).
- A Health Science and Human Development interdisciplinary major could easily integrate Behavioral Sciences and Counseling, Nursing, Public Health Education, Biochemistry, Exercise Science, Biology.

New Opportunities Via Collaboration. There are also numerous low-cost options that MMC might consider that would leverage relationships and collaboration throughout the state, including (a) industry partnerships; (b) dual admissions; and (c) academic pathways through partnerships with educational partners:

- It will be beneficial for MMC to explore opportunities with workforce and industry-focused degrees to prepare students for careers with the state's largest employers, such as FedEx, HCA Healthcare, Dollar General, AutoZone, Cracker Barrel, Brookdale Senior Living, LifePoint Healthcare, Envision Healthcare, International Paper, and Acadia Healthcare.
- Opportunities for dual admissions programming also exists, and brainstorming conversations have already begun with the Tennessee Board of Regents. Such programming would allow high school or high school equivalent students in adult basic education programs to obtain dual admission to a local community college and MMC simultaneously. For example, a student

interested in Nursing could receive a dual admission and receive all the benefits of being a student at MMC (e.g., library, events, or even on-campus housing) while completing all requisite coursework at a community college before transferring to MMC with an associate degree.

- New academic pathways are also a valuable consideration for MMC in the coming years, which would leverage partnerships with educational partners at all levels. For example, discussions between UT Martin and MMC raise the possibility of offering joint agricultural degree programs. Other possibilities could include accelerated bachelor's-to-master's (ABM) options with other UT institutions. Finally, relative to online learning, MMC will have the option to join the UT Online Consortium, providing direct access to a growing catalog of online courses, which would enable them to grow concentrations, certificates, and upper-division elective options.

Additional Considerations. As the MMC acquisition moves forward, it will be important to continue conversations about ways to ensure academic programming success at the college. Two additional recommended efforts include (a) program consolidation and (b) terminology alignment with Tennessee public higher education:

- The Tennessee Higher Education Commission (THEC) has established standards of productivity concerning the number of graduates a program must have at each level of postsecondary education. For example, baccalaureate programs must average 10 graduates each year over a five-year period to be considered “productive.” It will be beneficial for UT staff to assist MMC in consolidating low-producing majors as concentrations under an academic major heading to ensure compliance and productivity of all its programs. One example would be to have all areas of education (e.g., elementary, secondary, and special education) or criminal justice (e.g., homeland security, information systems, and psychology) listed as concentrations under a single degree.
- Additionally, THEC has established and recognized specific terminology. It will be necessary for MMC to ensure alignment with these terms for program productivity reporting. For instance, THEC recognizes only the term “concentration,” but not “option,” or “emphasis,” or “track,” even if they may operate in the same manner. Therefore, MMC should revise such language in the catalog and materials.

As the process of seeking approvals for the acquisition of MMC continues, discussions on program development and enhancement will also continue, with updates provided to the Board and other stakeholders as appropriate.

ECONOMIC CONSIDERATIONS

Strategy: Grow enrollment to enhance the campus.

FY 2021-22 Operating Revenues and Expenditures

The estimates of potential operating revenues and expenses presented in the December 1, 2020 Huron due diligence report have been updated to reflect adjustments in potential state funding and projected expense growth needed to support higher levels of enrollment. The revised projections indicate positive cash flow during FY 2021-22 if enrollments remain steady at current levels and potential surpluses if enrollments grow.

	Pro Forma FY 2022	Additional student FTEs:				
		50	100	150	200	250
FTE Enrollment (Fall/Spring Average)>>	671	721	771	821	871	921
Average net revenue per student FTE	\$ 7,714	\$ 7,714	\$ 7,714	\$ 7,714	\$ 7,714	\$ 7,714
Net Tuition & Fee Revenue	\$5,176,094	\$ 5,561,794	\$ 5,947,494	\$ 6,333,194	\$ 6,718,894	\$ 7,104,594
Pro Forma Room & Board Revenue	2,831,000	2,831,000	2,831,000	2,831,000	2,831,000	2,831,000
<i>Additional room & board revenue</i>	-	189,939	379,879	569,818	759,757	949,696
State appropriations (recurring)	5,100,000	5,100,000	5,100,000	5,100,000	5,100,000	5,100,000
State appropriations and other revenue	1,350,057	1,350,057	1,350,057	1,350,057	1,350,057	1,350,057
Total Revenue	14,457,151	\$15,032,790	\$15,608,430	\$16,184,069	\$16,759,708	\$17,335,347
Total Expense	14,821,209	14,821,209	14,971,209	14,971,209	15,121,209	15,121,209
Net before transition support	\$ (364,058)	\$ 211,581	\$ 637,221	\$ 1,212,860	\$ 1,638,499	\$ 2,214,138
Transition support (net one-time costs)	500,000	500,000	500,000	500,000	500,000	500,000
Net surplus/(deficit)	\$ 135,942	\$ 711,581	\$ 1,137,221	\$ 1,712,860	\$ 2,138,499	\$ 2,714,138

The first column (Pro Forma FY 2022) shows projected revenues and expenses based on current 2020-21 enrollments of 671 student FTE (the average of fall 2020 enrollment of 717 FTE students and forecasted spring 2021 enrollment of 625 FTE students). Each of the other columns presents forecasted revenues and expenses at higher levels of enrollment. The figures presented as “net before transition support” show net cash flow from recurring revenues and expenses. The bottom line “net surplus/(deficit)” shows net cash flow after \$500,000 of non-recurring state “transition support” is added.

The schedule above models the net tuition and fee impact that additional students could bring to the UT campus in Giles County. This schedule also models the potential impact of additional room and board revenue to show how additional students could impact auxiliary revenues. Growth in room and board revenue assumes that 42% of students reside on campus. State funding includes recurring annual appropriations of \$5.1 million and non-recurring “transition support” of \$500,000 (i.e., \$995,000 of one-time state funding less \$495,000 of transition expenses such as signage and marketing.)

MMC has capacity to add enrollments with few additional costs. MMC officials project adding one additional faculty position and one additional staff position for every 100 new students. The combined

salary and benefits costs for the two positions are estimated to be approximately \$150,000. These cost increases are included in the “total expense” figures above in the columns for 100 and 200 additional students.

Two additional items to consider during the FY 2021-22 transition period are short-term operating debt and state requirements on reserves held to ensure liquidity. MMC projects having short-term debt of approximately \$1.5 million as of June 30, 2021. If UT assumes this debt, the state constitution requires that it be paid in full before the end of the FY 2021-22 fiscal year. In addition to discharging this debt, a new UT campus would be required to finish FY 2021-22 with sufficient unrestricted net assets to offset all receivables, encumbrances, and inventories and to provide an unallocated contingency fund of 2 percent to 5 percent of annual operating expenditures. This is projected to be approximately \$700,000. Enrollments would need to increase by over 200 student FTEs to fully fund these requirements during 2021-22. It is likely that alternative short-term funding sources will be needed to cover at least some of these requirements.

While these projections provide a general sense of financial prospects for future years beyond 2021-22, there are some cost factors that are not shown here. MMC is currently funding five positions with a grant that will gradually phase out over the next five years. This will add approximately \$80,000 to general fund salary and benefits expenses each year. Also, a new UT campus would eventually be assessed an annual charge of approximately \$130,000 for its share of UT’s system-wide shared services. These two items would eventually add around \$530,000 to annual operating expenses. Enrollment growth of around 70 student FTEs over the next five years would be sufficient to offset these costs.

Housing Analysis

The Office of Capital Projects (OCP) team analyzed the need for housing as enrollment grows. The following table shows the current housing capacity, as of fall 2020:

MMC Student Housing Capacity, Fall 2020

Number of beds	400
Beds in use	285
Beds open	115
Percentage of students in housing (285/739*)	39%

*Enrollment of 739 represents estimated full-time equivalent.

To determine the additional number of beds needed as enrollment grows toward the target of 1,500 in the near term, the team projected needs at various ranges, including the current rate of 39 percent, as well as a low of 30 percent and a high of 45 percent.

Review of Future Housing Needs

Enrollment	Percentage on campus	Current Capacity	Total Beds Needed	Additional Bed Needs	Additional Bed Needs @ 95% Occupancy
1200	30%	400	360	-40	-21
1500	30%	400	450	50	74
1200	39%	400	463	63	87
1500	39%	400	578	178	209
1200	45%	400	540	140	168
1500	45%	400	675	275	311

Current rates for campus housing at UT's three undergraduate campuses, as seen in the following table, suggest the rates used in the analysis above are reasonable.

UT Campus Housing Rates for Undergraduate Students

Campus	Rate*
UTC	35.5%
UTK	31.5%
UTM	27%

*Spring 2020 Data

OCP's initial cost estimate for building residential housing is \$75,000 per bed (not including land acquisition costs). As the above table of "Future Housing Needs" shows, if 39 percent of enrolled students needed housing, an estimated 87 beds would be needed for an enrollment of 1,200, resulting

in an estimated cost of \$6,525,000, and 209 beds for the target enrollment of 1,500, which is an estimated cost of \$15,675,000. Staff are reviewing recent project history to refine the projected cost per bed.

Preliminary discussions between MMC and University officials have raised the possibility of public-private partnerships as a means of meeting projected housing needs. These discussions will continue.

Classroom Analysis

The Office of Capital Projects evaluated classroom space needs as enrollment grows. For planning purposes, the Tennessee Higher Education Commission (THEC) space guidelines are based on each classroom being scheduled for 30 hours per week with 60 percent of seats filled. This standard represents a minimum expectation; institutions may exceed this standard when necessary.

Current square footage for MMC classroom space is 13,526. The following tables show the amounts of square footage required at various utilization rates and enrollment levels. For purposes of this analysis, the THEC class size category of 21-26 was used for new enrollment, and for every increase of 150 full-time equivalent (FTE) students, 30 class sections were added.

Summary of Enrollment vs Required Square Feet

Classrooms (60% utilization)

FTE	@ 30hrs/wk	@ 36hrs/wk	Existing Sq Ft
797	11,398	8,606	13,526
950	13,558	10,046	
1100	15,718	12,206	
1250	17,878	13,646	
1500	21,478	17,246	

Classrooms (66% utilization)

FTE	@ 30hrs/wk	@ 36hrs/wk	Existing Sq Ft
797	10,383	7,839	13,526
950	12,327	9,135	
1100	14,271	11,079	
1250	16,215	12,375	
1500	19,455	15,615	

Based on this analysis, increases in enrollment of 400-500 students can be accommodated by increasing the number of hours per week classrooms are scheduled and/or increasing the targeted utilization rate (number of seats filled). To reach the near-term enrollment goal of 1,500, the campus would need to acquire, renovate/add on, or build additional space.

At 1,500 FTE students, with either increasing the number of hours a classroom is scheduled and/or increasing the seat utilization, a range of 2,089 – 3,720 additional square feet of classroom space is projected to be needed.

Lab space will also need to be evaluated as the acquisition process proceeds. At the present time, lab spaces for some disciplines (e.g. biology) appear to also be used as classroom lecture spaces. The space standards formula can only count a space in one category or the other, and currently these instances are included as classroom space.

ENGAGING STAKEHOLDERS

Strategy: In keeping with UT's commitment to transparency, information related to the potential acquisition of MMC will be shared with all UT stakeholders in a variety of formats.

Over the past several months, President Boyd has participated in monthly meetings with the University Faculty Council (UFC) to give updates on matters across the system, including the possible acquisition of Martin Methodist College. During these meetings, leaders of faculty senates from across the system had an opportunity to ask questions and voice concerns. In addition to meetings with the UFC, President Boyd met with leadership from the UT Knoxville Faculty Senate on December 16 to discuss concerns brought to the Board on December 9. The meeting went well, and no additional concerns or issues were discussed.

Going forward, President Boyd will continue to provide updates and take questions at monthly UFC meetings. In addition, UFC is considering the possibility of inviting two members of the Martin Methodist faculty to attend future meetings.

The following tables summarize engagement activities for the various audiences impacted by the proposed acquisition.

Engagement Activities

Audience	Activities	Timeline
<i>UT</i>		
• Faculty	<ul style="list-style-type: none"> • Meeting with University Faculty Council • Meeting with UTK Faculty Senate Leadership • Virtual town hall with UTM faculty and staff • Email dissemination of updates • Social media • Media stories 	Oct. 22, Nov. 18 Dec. 16 Nov. 18 Ongoing Ongoing Ongoing
• Staff	<ul style="list-style-type: none"> • Meeting with Employee Relations Advisory Board • Virtual town halls • Email dissemination of updates • Social media • Media stories 	Nov. 30 Every other month Ongoing Ongoing Ongoing
• Students	<ul style="list-style-type: none"> • Meeting with systemwide SGA representatives • Social media • Media stories 	Oct. 12 Ongoing Ongoing
• Alumni/donors	• Email dissemination of updates	Ongoing

	<ul style="list-style-type: none"> Social media Media stories Updates in <i>Our Tennessee Magazine</i> Meeting with UTAA Board of Governors Meeting with President's Council 	Ongoing Ongoing January 2021 Oct. 23 Oct. 2, Dec. 4
• Legislators	<ul style="list-style-type: none"> One-on-one visits Email dissemination of updates Social media Media stories 	Ongoing Ongoing Ongoing Ongoing
• General Public	<ul style="list-style-type: none"> Social media Media stories 	Ongoing Ongoing

Audience	Activities	Timeline
<i>Martin Methodist</i>		
• Faculty	<ul style="list-style-type: none"> Town hall meeting with President Boyd Media stories Email dissemination of updates Social media Participation in focus groups 	Sept. 24 Ongoing Ongoing Ongoing Dec. 14-15
• Staff	<ul style="list-style-type: none"> Town hall meeting with President Boyd Media stories Email dissemination of updates Social media Participation in focus groups 	Sept. 24 Ongoing Ongoing Ongoing Dec. 14-15
• Students	<ul style="list-style-type: none"> Town hall meeting with President Boyd Media stories Email dissemination of updates Social media Participation in focus groups 	Sept. 24 Ongoing Ongoing Ongoing Dec. 14-15
• Alumni/donors	<ul style="list-style-type: none"> Town hall meeting with President Boyd 	Sept. 24

	<ul style="list-style-type: none"> • Media stories • Email dissemination of updates • Social media • Participation in focus groups 	Ongoing Ongoing Ongoing Dec. 14-15
• Southern Middle Tennessee Residents	<ul style="list-style-type: none"> • Town hall meeting with President Boyd • Media stories • Social media • Rotary Club meeting • Participation in focus groups 	Sept. 24 Ongoing Ongoing Dec. 11 Dec. 14-15

NEXT STEPS

In anticipation of MMC's transition from a private institution to a UT campus, each UT System Administration office that would be impacted is beginning 2021 by developing operational plans to guide the transition. The attorneys in the General Counsel's office continue to work on the formal asset transfer agreement. The staff in the Office of Government Relations and Advocacy are working through the legislative process.

An update on these and other key activities will be provided at the winter meeting on the Board of Trustees in February.

Attachment

Impact of Raising College-Going Rates to the State Average

2019 TN Public High School Graduates and Post Secondary Enrollment in MMC Recruiting TN Counties						If TN County CGR >= 61.8% (2019 TN CGR Avg)			
County	CGR2019	#PS Enroll	#HS Grads	# MMC PS Enroll	%MMC Marketshare of PS Enroll	CGR 2019	#PSEnroll >= 61.8%	%MMC Mrktshare	# MMC PSEnroll
Giles	48.2%	123	255	33	26.8%	61.8%	158	26.8%	42
Lawrence	66.5%	336	505	21	6.3%	66.5%	336	6.3%	21
Maury	62.0%	474	765	11	2.3%	62.0%	474	2.3%	11
Lincoln	65.5%	213	325	10	4.7%	65.5%	213	4.7%	10
Rutherford	63.5%	2,313	3,643	7	0.3%	63.5%	2,313	0.3%	7
Bedford	48.5%	273	563	6	2.2%	61.8%	348	2.2%	8
Davidson	57.2%	2,643	4,622	6	0.2%	61.8%	2,856	0.2%	6
Hardin	51.0%	130	255	5	3.8%	61.8%	158	3.8%	6
Lewis	57.8%	63	109	5	7.9%	61.8%	67	7.9%	5
Montgomery	53.7%	1,199	2,234	5	0.4%	61.8%	1,381	0.4%	6
Williamson	84.9%	2,617	3,081	5	0.2%	84.9%	2,617	0.2%	5
Sumner	65.3%	1,293	1,980	4	0.3%	65.3%	1,293	0.3%	4
Dickson	57.4%	324	564	3	0.9%	61.8%	349	0.9%	3
Franklin	57.3%	193	337	3	1.6%	61.8%	208	1.6%	3
Grundy	54.5%	84	154	3	3.6%	61.8%	95	3.6%	3
Cheatham	58.1%	237	408	2	0.8%	61.8%	252	0.8%	2
Madison	60.5%	462	764	2	0.4%	61.8%	472	0.4%	2
Marshall	55.7%	219	393	2	0.9%	61.8%	243	0.9%	2
Perry	85.5%	53	62	2	3.8%	85.5%	53	3.8%	2
Robertson	58.2%	425	730	2	0.5%	61.8%	451	0.5%	2
Shelby	60.0%	5,276	8,791	2	0.0%	61.8%	5,433	0.0%	2
Smith	57.8%	129	223	2	1.6%	61.8%	138	1.6%	2
Warren	60.5%	242	400	2	0.8%	61.8%	247	0.8%	2
Blount	61.7%	799	1,296	1	0.1%	61.8%	801	0.1%	1
Cumberland	53.0%	232	438	1	0.4%	61.8%	271	0.4%	1
Hamblen	64.3%	475	739	1	0.2%	64.3%	475	0.2%	1
Hickman	66.0%	163	247	1	0.6%	66.0%	163	0.6%	1
Houston	44.1%	49	111	1	2.0%	61.8%	69	2.0%	1
Humphreys	63.6%	112	176	1	0.9%	63.6%	112	0.9%	1
Macon	56.7%	140	247	1	0.7%	61.8%	153	0.7%	1
McNairy	65.4%	195	298	1	0.5%	65.4%	195	0.5%	1
Coffee	57.0%	344	604	-	0.0%	61.8%	373	0.0%	-
Decatur	78.9%	86	109	-	0.0%	78.9%	86	0.0%	
Moore	72.7%	48	66	-	0.0%	72.7%	48	0.0%	-
Wayne	62.8%	103	164		0.0%	62.8%	103	0.0%	-
TOTAL		22,067	35,658	151			23,003		167

Prepared by UT System Institutional Effectiveness, December 2020

Data Source: Tennessee Higher Education Commission (THEC), December 2020

1 There were 151 TN public high school graduates in May 2019 who subsequently enrolled as first time freshmen at Martin Methodist College (MMC) in fall 2019.

2 If the college going rate in those TN counties was below 61.8% but was increased to the state average of 61.8%, an additional 16 students (167) would be estimated to have enrolled at MMC in fall 2019, based on MMC's percentage of post secondary (college going) enrollment percentage from those counties.



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

AGENDA ITEM SUMMARY

Meeting Date: January 22, 2021

Committee: Executive

Item: **Committee Consent Agenda**

Type: Action

Presenter: John Compton, Committee Chair

Background Information

Items on the Committee Consent Agenda are not presented or discussed in the Committee unless a Committee member requests that an item be removed from the Consent Agenda. In accordance with the Bylaws, before calling for a motion to approve the Consent Agenda, the Committee Chair will ask if any member of the Committee requests that an item be removed from the Consent Agenda. The Bylaws provide that an item will not be removed from the Consent Agenda solely for the purpose of asking questions for clarification. Those questions should be presented to the Secretary before the meeting.

Committee Action

If there are no requests to remove items on the Consent Agenda, the Chair will call for a motion for approval of all of the items on the Consent Agenda by adoption of the applicable Resolutions as set forth in the meeting materials.



**THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES**

MINUTES OF THE EXECUTIVE COMMITTEE MEETING

September 11, 2020
Knoxville, Tennessee

The Executive Committee of The University of Tennessee Board of Trustees met at 9:00 a.m. EDT on Friday, September 11, 2020. Following continuing guidance from the U.S. Centers for Disease Control and Prevention (CDC) regarding COVID-19 and in compliance with the Tennessee Pledge and other state and local guidelines, the meeting was held virtually with all Committee members participating electronically or by telephone. The meeting was hosted from the University of Tennessee, Knoxville campus.

I. Call to Order and Roll Call

Chair John Compton called the meeting to order.

Board Secretary, Cynthia C. Moore, called the roll, and the following members were present: John C. Compton, Chair, Amy E. Miles, William (Bill) C. Rhodes III, Donald J. Smith, and Kim H. White. The Secretary announced the presence of a quorum. Others present included President Randy Boyd, Senior Vice President and Chief Financial Officer David Miller, Vice President for Academic Affairs and Student Success Linda Martin, General Counsel Ryan Stinnett, Chief Audit and Compliance Officer Brian Daniels, Chancellor Donde Plowman, Chancellor Keith Carver, and other members of the administrative staff. The meeting was webcast for the convenience of the University community, the general public, and the media.

Ms. Moore also addressed the Open Meetings Act requirements for meetings conducted with members participating electronically, including the requirement that all votes be conducted by roll call. Except as otherwise indicated, the Trustees participating electronically confirmed that there was no one else present at their various locations.

II. Remarks of the Chair

Chair Compton welcomed everyone to the meeting. In his remarks, he noted that it was the 19th anniversary of 9/11, which attack unfolded at almost the exact time as this meeting. Chair Compton share his reflections on the shock, deaths, devastation, and lingering effects of the tragedy, as well as the lessons learned and the volunteer spirit that united the country following the unprecedented and horrific event. He also indicated that it is also the six-month anniversary, of COVID-19 being declared a global pandemic. He cautioned about comparing the two events, but highlighted a number of parallels, especially those relating to lessons learned and the volunteer spirit.



Chair Compton expressed his gratitude to everyone who has contributed to the successful reopening of the UT campuses, including – the Chancellors; the Provosts/Deans; faculty and lecturers; the graduate students, who are both continuing their educational pursuits and serving as teaching and research assistants; campus workers; students and parents. He thanked all the stakeholders who have cooperated and worked so hard to ensure that the University continues to meet its important mission. Chair Compton closed his introductory remarks by highlighting the key items to be discussed and considered at the meeting.

III. Approval of Minutes

Upon motion duly made and seconded, the Committee approved the minutes of the May 8, 2020 meeting.

IV. Update from the President

President Boyd began his remarks by providing an update on the University's efforts to expand opportunities for affordable higher education for Tennesseans. He reminded the members of the Committee that UT Promise, a last-dollar scholarship for undergraduates with a family household income under \$50,000 attending one of UT's campuses, launched Fall 2019. President Boyd indicated that there are more than 1,100 UT Promise students on UT campuses now. Additionally, the University trained over 1,500 mentors. President Boyd stated that it was a great start for what is expected to be a transformational program for the University and the State of Tennessee.

Martin Methodist College

President Boyd indicated that, by pursuing strategic partnerships with other higher education institutions, there may be opportunities to provide additional access to a UT education in other parts of the state. While on an extension office visit, President Boyd met with Mark LaBranche, President of Martin Methodist College (MMC) located in Pulaski, Tennessee, to talk about the current challenges facing higher education and ways the two institutions might be able to partner for the benefit of the state. From those conversations, the University and MMC have decided to enter into a nonbinding letter of intent as a first step in advancing more in-depth discussions pertaining to the possibility of MMC joining the UT System.

It was noted that MMC is a historic institution that for 150 years, which has provided opportunities in critical areas such as nursing, education, criminal justice, social services and business serving southern Middle Tennessee near the Alabama border. Its graduates are vital to the long-term economic success of the region.

President Boyd advised that there is a substantial amount of due diligence to be done to ensure that such plan would be beneficial for both institutions. Any such partnership would be subject to approval by the boards of trustees at both institutions, the Tennessee state legislature, and the



regional accrediting body. By moving forward with the Letter of Intent, the institutions can explore this opportunity in greater detail and bring the respective stakeholders into this very important conversation. He advised that the leadership team intends to provide a detailed report of the due diligence findings to the Board at upcoming meetings.

Start of the Fall 2020 Semester (COVID-19)

On the COVID-19 front, President Boyd praised the efforts of the leadership team, faculty, and staff from across the UT System, who continue to make adjustments for the health and safety of the entire UT community.

Although it has been an uncertain year and very difficult to predict the full impact of the pandemic, President Boyd reported that overall enrollment is up across the UT System, with UT Knoxville experiencing the largest enrollment gain of more than 1,000 students. UT Chattanooga experienced a small growth of approximately 100 students, while UT Martin and the UT Health Science Center experienced only small drops in enrollment (approximately 100 students each).

With respect to the residence hall capacity, the University did experience a decline in on-campus housing across the UT System, with decreases of 15% at UT Chattanooga and Knoxville and a decrease of 8% at UT Martin.

As to the number of COVID-19 cases, as of September 10, 2020 -

- UT Knoxville has 675 active student cases, 10 active employee cases, and 2,131 individuals in isolation.
- UT Chattanooga has 67 active student cases, 9 active employee cases, and 266 individuals in isolation.
- UT Martin has 32 active student cases, 1 active employee case, and no individuals in on-campus isolation.
- UT Health Science Center has 5 active student cases, 5 active employee cases, and 11 individuals in isolation.
- Currently, there have been no hospitalizations of which are campuses have been made aware.

To deal with increasing numbers of isolations and quarantines at UT Knoxville, Chancellor Plowman has announced that the campus is turning Massey Hall into a quarantine dorm. In addition, the campus has secured additional hotel space in Knoxville. Current residents in Massey are being moved to other spaces on campus or being offered refunds. In an attempt to slow the spread of COVID-19, Chancellor Plowman has announced certain restrictions through at least September 27, which include the following:



- No visitation in any on-campus housing;
- All on-campus dining will be converted to carry out;
- Fitness facilities will be closed for two weeks;
- All indoor in-person campus events are canceled;
- However, in-person classes and research will continue, and social gatherings on campus will continue to be allowed if they are held outdoors, follow CDC guidance for social distancing, and require that all attendees wear masks.

President Boyd advised that he and Chancellor Plowman met with Dr. Lisa Piercey from the Tennessee Department of Health and members of the Unified Command Group. As a result, the University will now, in many cases, be quarantining in dorms and sorority houses so long as certain protocols are followed, as opposed to leasing off-campus housing. Public health officials feel strongly that students should remain on campus as opposed to being sent home. Last week, Dr. Fauci urged colleges “not to shut down after an outbreak because it would scatter and spread the virus further.”

President Boyd extended his gratitude and appreciation to the University’s emergency management coordinators, facilities workers, residence hall managers and staff, and all of the other employees across the UT System, who serve daily on the front line.

From a financial perspective, President Boyd indicated that two months into FY 2021, academic revenue is up approximately \$10.4 million and auxiliary revenue is down by approximately \$20.1 million. Currently, the total COVID fiscal impact to date is estimated at \$83 million.

This reduction in revenue and increase in costs has been partially offset in several ways:

- CARES Act & Coronavirus Relief Fund assistance of \$21 million for the campuses, with additional funds going directly to students.
- Reductions in operating and equipment spending since March of \$45 million.
- Anticipated FY 2020 funding for future auxiliary renewal and replacement needs was \$10 million below budget.
- Total offsets so far are estimated to be \$76 million.

With respect to intercollegiate athletics, the SEC is planning to play conference only games. President Boyd advised that the University is now projecting a \$40-50 million deficit in the UT Knoxville athletic budget. He indicated that the leadership team is working closely with the campus in addressing the anticipated deficit for FY 2020-21. President Boyd stated that it is expected to be an ongoing and very fluid situation as the season progresses. As such, matters could get worse or better. The athletics conferences in which UT Martin and UT Chattanooga participate have postponed all fall sports. More detailed financial information and updates on intercollegiate athletics will be provided at future meetings of the Board and its committees.



President Boyd also advised that the campuses are considering calendar adjustments for the Spring 2021 semester. UT Chattanooga has announced plans to start on January 19, 2021 and end on April 26, 2021, with no spring break. UT Knoxville and UT Martin are still evaluating various alternatives.

Other Updates

President Boyd shared recent developments pertaining to the Oak Ridge Institute (ORI). The national search for the first executive director and vice provost for ORI has been announced, along with a number of recent leadership appointments. Michelle Buchanan, Oak Ridge National Laboratory Deputy for Science and Technology, and Stacey Patterson, UT System Vice President for Research, will serve as interim co-directors of ORI until a director is named.

On the outreach front, the Law Enforcement Innovation Center (LEIC) of the Institute for Public Service has developed a partnership with the International Association of Chiefs of Police and the Community Oriented Police Services Office to develop and deliver a customized curriculum in de-escalation tactics. They have received a \$1.3 million grant for the effort. In addition, LEIC is also working with the Museum of Tolerance in Los Angeles to design and deliver a cross-cultural competency leadership program to be used throughout Tennessee and nationally.

The University's chief human resources officer, Brian Dickens, is currently working on a refresh of the University's existing Diversity Statement, which was approved previously by the Board in 2014. An update on the University's diversity efforts will be presented to the full Board at the upcoming fall meeting.

Following President Boyd's update, Chair Compton reiterated that the potential acquisition of MMC is currently exploratory in nature. The leadership team is just beginning its due diligence. He affirmed that the full Board will have an opportunity to fully discuss the merits before any final decisions are made. With respect to the enrollment figures, he remarked that the results are outstanding, which reflect all the actions taken to ensure the quality of the programs and the affordability of a UT education. Lastly, he shared that he was pleased regarding the holistic approach that UT Knoxville is using to address the athletics budget situation resulting from the pandemic. The trustees expressed their support for the leadership team's willingness to consider new partnerships and the potential acquisition of MMC. In this regard, the trustees advocated for a robust due diligence process, assessing all of the potential positives and negatives. In addition, the trustees encouraged the leadership team to take as much time as necessary for conducting the due diligence and expressed their willingness to hear the report at such time as it is ready. The trustees thanked President Boyd for his efforts to keep them fully apprised throughout the entire COVID-19 pandemic period.



V. Approval of Amendment to Master Ground Lease (UT Research Park)

At the request of Chair Compton, David Miller explained that the University entered previously into a Master Ground Lease Agreement with the University of Tennessee Research Foundation (UTRF) for approximately 140 acres of University-owned property. UTRF has an option to lease portions of the property and to sublease to third parties to construct and operate offices, research laboratories, and other research facilities. The University has the right to approve the subleases and, in coordination with the Office of State Architect, review and approve the building design to ensure that it is consistent with the Research Park Master Plan Guidelines.

Approximately 27 +/- acres of the leased property were designated as "Future Development" and not included in the area that could be subleased immediately. UTRF is negotiating with a prospective tenant, whose site plan shows the need for approximately 0.50 +/- acres of the Future Development area to accommodate the footprint of their building and associated parking.

The University requests permission to amend the Master Ground Lease Agreement to include this additional area. Upon approval by the Executive Committee, the University will seek all required State approvals.

Upon motion duly made and seconded, a roll call vote was taken, and the Board approved an amendment to the Master Ground Lease with UTRF to include the additional Future Development area as set forth in *Resolution 057-2020*.

VI. Approval of Facility Naming – UT Knoxville (New Engineering Complex)

President Boyd advised that the Board that UT Knoxville seeks Board approval to name the New Engineering Complex after its distinguished and generous alumni, Eric L. Zeanah (BS Industrial Engineering 1984) and Elaine E. Zeanah (BS Nursing 1982). President Boyd shared his support for the naming in honor of their many contributions and generous support of the campus.

Upon motion duly made and seconded, a roll call vote was taken, and the Board approved the naming of UT Knoxville's New Engineering Building as the "Zeanah Engineering Complex" as set forth in *Resolution 058-2020*.

VII. Planning for Upcoming Board and Committee Meetings

Chair Compton shared the current plans for holding the fall meeting virtually in order to allow the UT Knoxville campus to focus first and foremost on serving its students. The proposed agendas for the committee meetings and the full Board meeting were discussed. The Committee members recommended a deeper-dive on the financial implications of the COVID-19 pandemic, especially with respect to auxiliary operations. It was noted that additional information on the student



experience, including how they are coping with the pandemic, would be shared with the Board. The campus annual public safety reports will also be presented at the full Board meeting.

VIII. Closing Remarks

Before closing the meeting, Chair Compton asked if there were any additional items that the leadership team would like to share with the members of the Committee. In this regard, David Miller announced that the University has hired Ramon Padilla to serve as its chief information officer. Dr. Linda Martin also reported that Dr. Jorge Pérez has agreed to a two-year appointment to lead the Institutional Effectiveness team. Updates were provided on the planned move of the UT System administration to the UT Tower, along with the UT signage and marketing efforts across the State of Tennessee.

XI. Adjournment

With no further business to come before the Committee, 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

Attachments. A copy of the following document is filed with the official minutes of this meeting.

- Presentations: President's Report



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

3.2

AGENDA ITEM SUMMARY

Meeting Date: January 22, 2021

Committee: Executive

Item: **Annual Report on Tuition and Fee Revenues, Academic Year 2019-20**

Type: Action

Presenter: David L. Miller, Senior Vice President and Chief Financial Officer

Background Information

The Tuition Transparency and Accountability Act, enacted by the General Assembly in 2018 and codified at Tennessee Code Annotated § 49-7-1604, requires each governing board of Tennessee public universities to submit to the Office of Legislative Budget Analysis, for distribution to the General Assembly, a report including the following information:

- expenditures of revenues derived from any increases to in-state undergraduate tuition and mandatory fees in the previous full academic year;
- how revenues were used;
- effect on student financial aid; and
- effect on the average total cost of attendance per student.

Committee Action

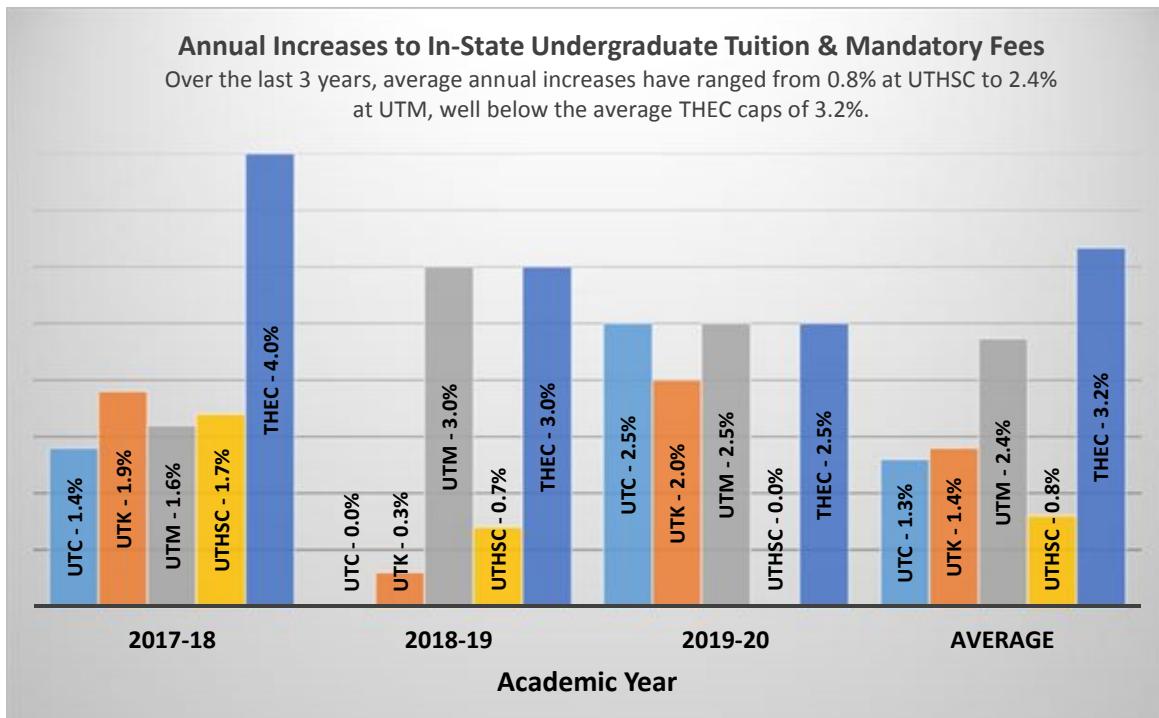
The report must be filed by February 1 of each year. As such, the University's report for Academic Year 2019-20 is being presented to the Executive Committee for approval on behalf of the Board prior to its submission to the Office of Legislative Budget Analysis.

Resolved: The Executive Committee, acting on behalf of the Board of Trustees, hereby approves the Annual Report on Tuition and Fee Revenues for Academic Year 2019-20 as presented in the meeting materials, which shall be attached to this resolution after adoption.

**The University of Tennessee
Annual Report on Tuition and Fee Revenues
Academic Year 2019-20**

Fall 2019 was the fourth year in a row of historically low tuition and fee increases at all UT campuses statewide. Increases for in-state undergraduate tuition and mandatory fees were 2.5% at UT Martin and UT Chattanooga, 2.0% at UT Knoxville, and did not change at the UT Health Science Center. All were within the 2.5% cap set by THEC for 2019-20. Detailed schedules of tuition and fee changes and a discussion of planned uses of fee revenue at each UT campus can be found online in Section C of UT's 2019-20 Budget Document:

http://finance.tennessee.edu/wp-content/uploads/2019/06/FY_2019_20_Proposed_Budget.pdf



All in-state students pay a "maintenance fee," which is commonly referred to as "in-state tuition," as well as other mandatory fees. The terms "tuition" and "in-state tuition" are used in this report to refer to the "maintenance fee."

How Revenues Were Used

Revenue from tuition and mandatory fee increases for in-state undergraduate students in 2019-20:

Campus	Change	Revenue Generated
UT Chattanooga (UTC)	\$216	\$1,950,043
UT Knoxville (UTK)	\$258	\$4,829,760
UT Martin (UTM)	\$236	\$1,683,500
UT Health Science Center (UTHSC)	None	-

Does not include revenue gains from graduate students, out-of-state students, enrollment growth, or non-mandatory fees such as course fees, lab fees, housing, meal plans, and other fees that depend on student choice. UTHSC has undergraduates in four specialized programs, each with a unique tuition/fee structure.

**The University of Tennessee
Annual Report on Tuition and Fee Revenues
Academic Year 2019-20**

How Revenues Were Used (continued)

Tuition and fee revenues and state appropriations are the two major sources of funding for general campus operations. It is not always possible to identify precisely which expenditures are paid for with which revenue source, but it is possible to produce accurate estimates. Below is a summary of how these funds were used in 2019-20:

Uses of Revenue Growth	UT Chattanooga	UT Knoxville	UT Martin	TOTAL
Institutionally funded scholarships and financial aid		\$ 2,000,000	\$ 546,900	\$ 2,546,900
Student services, instructional support, and new programs	\$ 1,612,221		624,000	2,236,221
Faculty/staff positions, promotions, and start-ups		2,155,840	201,000	2,356,840
Portion of 2.0% salary pool not funded by the state			274,100	274,100
Institutional support, technology infrastructure, facilities, equipment, misc.	337,822	673,920	37,500	1,049,242
Total	\$ 1,950,043	\$ 4,829,760	\$ 1,683,500	\$ 8,463,303

The Effect on Financial Aid

Few UT students pay the full level of tuition and fees without some kind of financial aid. Most receive one or more scholarships, grants, waivers, or discounts. Well over 80% of UT undergraduate students receive some form of financial aid. Scholarships and fellowships for all students (undergraduate and graduate) increased from \$306.4 million in 2018-19 to \$331.2 million in 2019-20, an increase of \$24.8 million or 8.1%.

The Effect on Total Cost of Attendance

A student's total cost of attendance includes tuition and mandatory fees, housing, meals, books, supplies, transportation, and various incidental expenditures. These costs can vary widely from one student to another based on choices they make regarding living arrangements, meal plans, commuting, and academic programs. Below is a summary of how increases to in-state tuition and mandatory fees affected the total cost of attendance in 2018-19.

Campus	Change in In-state UG Tuition & Fees	As a % of 2018-19 Tuition & Fees	As a % of 2018-19 Total Cost of Attendance (on campus)
UT Chattanooga	\$216	2.5%	0.9%
UT Knoxville	\$258	2.0%	0.8%
UT Martin	\$236	2.5%	1.1%
UT Health Science Center	-	-	-



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

3.3

AGENDA ITEM SUMMARY

Meeting Date: January 22, 2021

Committee: Executive

Item: **Acceptance and Sale of Gift Property in Mineral Wells, Texas - UTK**

Type: Action

Presenter: David L. Miller, Senior Vice President and Chief Financial Officer

Background Information

In 1919, pursuant to the will of Mr. Benjamin Rush Strong, the University was gifted approximately 0.65+/- acres of land located at 1207 E. Hubbard Street, Mineral Wells, Texas. The University was unaware of this gift until recently contacted by an adjoining landowner, who expressed interest in acquiring this property.

The property is an approximate 50'x 550' strip of land. Potential uses are limited due to its odd shape, poor access, and water line easement and storm drain facilities located on the property. The University has no future use for the property. Management recommends the immediate sale of this property to the adjoining landowner via deed without warranty for a sale price of \$27,500. Due to the limited use and marketability, the property would be sold without appraisal, environmental assessment, and advertising in order to reduce costs that would greatly diminish the net proceeds from the gift.

In accordance with the provisions of the will, the sales proceeds would benefit the Mr. Benjamin Rush Strong Programs at the University of Tennessee in Knoxville.

Committee Action

The Administration requests approval to accept the property and sell it for \$27,500. If the sale to the adjoining landowner does not close, University requests approval to sell it at or above the fair market value.

Resolved:

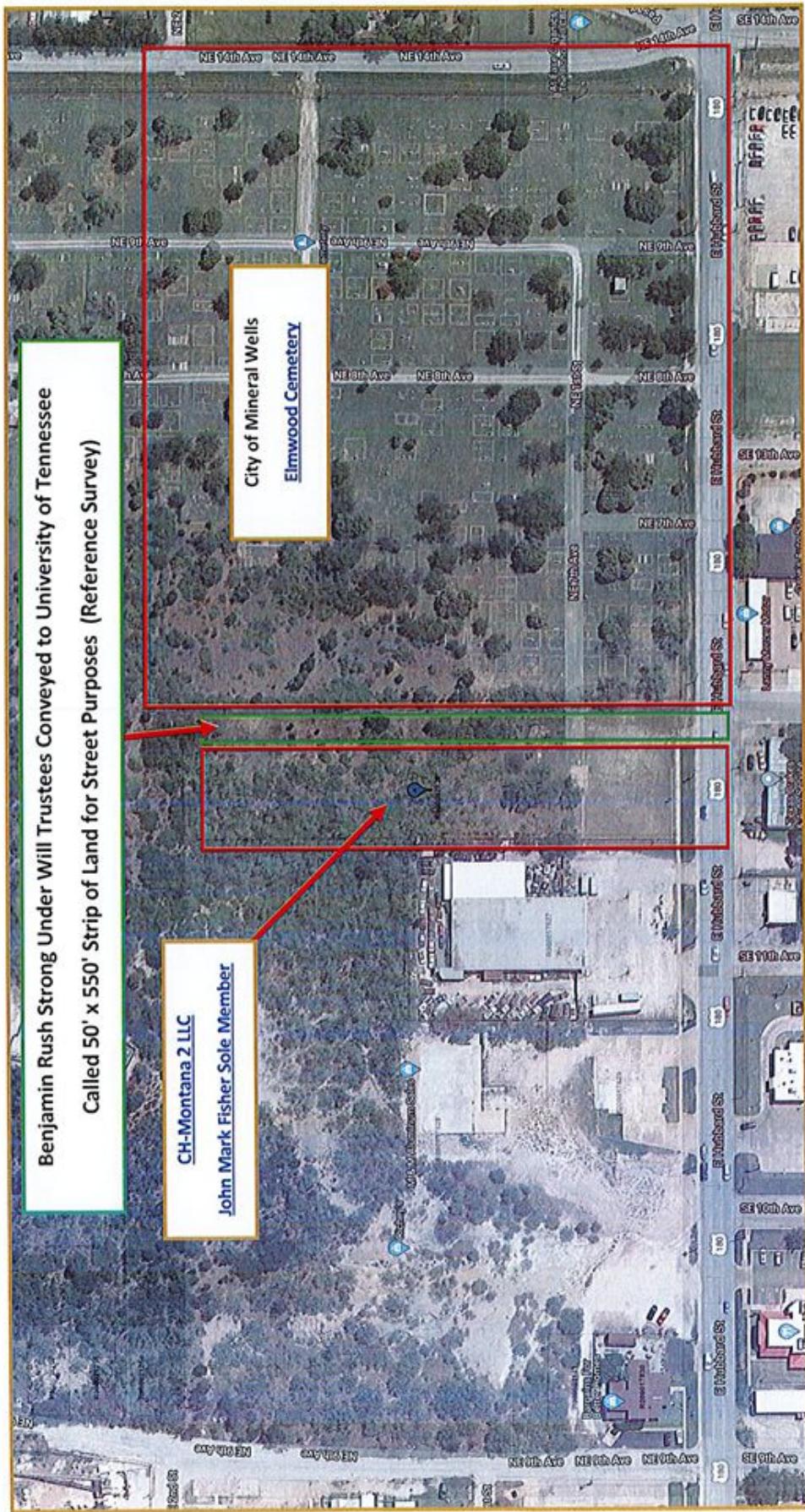
1. The Executive Committee, acting on behalf of the Board of Trustees, hereby authorizes the administration to accept the gift of property located at 1207 E.

Hubbard Street, Mineral Wells, Texas, comprised of approximately 0.65+/- acres of land, donated under the will of Mr. Benjamin Rush Strong (the "Property").

2. The proper officers of the University are hereby authorized to sell the Property to the adjoining landowner for the sales price of \$27,000.
3. In the event that the sale to the adjoining landowner not close, the proper officers of the University are hereby authorized to sell the Property at or above the fair market value.
4. The definitive agreement of sale shall be in form and substance as is acceptable to the Senior Vice President and Chief Financial Officer, in consultation with the General Counsel, consistent with the terms set forth herein.
5. The proper officers of the University are hereby authorized to take any and all such actions as may be required or which they may deem necessary or appropriate in order to accomplish the foregoing.

BENJAMIN RUSH STRONG DONATED TO UNIV. OF TENNESSEE- SUBJECT PROPERTY (HYPER LINKS)

SATELLITE VIEW - 1207 E HUBBARD ST, MINERAL WELLS TX 76067





THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

3.4

AGENDA ITEM SUMMARY

Meeting Date: January 22, 2021

Committee: Executive

Item: **Standing Resolution Granting Certain Authority to the Secretary**

Type: Action

Presenter: Cynthia C. Moore, Secretary and Special Counsel

Background Information

The members of the Board of Trustees have requested that the Secretary continue to assess the Board's current operating practices and make recommendations that promote the effective and efficient exercise of the Board's fiduciary responsibilities.

It has been a regular practice to include specific grants of authority in separate, multiple resolutions for the Secretary to correct spelling, grammatical or format errors, or technical errors contained in meeting minutes, resolutions, presentations, and other various board materials in order to ensure the accuracy thereof. To eliminate the unnecessary repetition and streamline the materials presented to the Board and its committees, a standing resolution granting such authority to the Secretary is recommended in lieu of the current practice.

Additionally, best governance practices call for the periodic review and updating of corporate organizational and governance documents. As the Secretary plans to undertake a systematic review of outstanding policies, procedures, guidelines and other documents approved previously by the Board of Trustees or a committee thereof in collaboration with the Office of General Counsel, it is anticipated that certain clarifications and/or corrections may be necessary, including spelling, grammatical or format errors, or technical errors. Further, certain adjustments may be necessary to meet accessibility requirements, revised University style guidelines, and to implement other modern business practices that improve readability. To address these items, the proposed standing resolution delegates to the Secretary specific authority to consider and take appropriate action to update, clarify, revise and conform outstanding policies, procedures, guidelines and other documents approved previously by the Board of Trustees (or a committee thereof) in order to effect non-substantive changes, consistent with and subject to the primary intent of the applicable resolution(s) adopted by the Board of Trustees (or a committee thereof).

Committee Action

The attached standing resolution is being recommended for approval by the Executive Committee on behalf of the Board of Trustees.



The University of Tennessee
Board of Trustees

Resolution ___-2021¹
Standing Resolution Granting Certain Authority to the
Secretary of the Board

WHEREAS, the Executive Committee is responsible for overseeing and monitoring the work of the Board of Trustees and its committees to promote effective and efficient exercise of the Board's fiduciary responsibilities;

WHEREAS, it has been a regular practice to include specific authority in separate, multiple resolutions for the Secretary to correct spelling, grammatical or format errors, or technical errors contained in meeting minutes, resolutions, presentations, and other various Board materials in order to ensure the accuracy thereof;

WHEREAS, the Secretary has recommended that such practice be discontinued through the adoption of a standing resolution that would permit the Secretary to make such corrections, which will eliminate redundant provisions and streamline the materials presented to the Board and its committees;

WHEREAS, best practices for institutional governance includes the periodic review and updating of corporate organizational and governance documents;

WHEREAS, from time to time, outstanding policies, procedures, guidelines and other documents approved previously by the Board (or a committee thereof) may require certain clarifications and/or revisions in order to, among other things: (i) reflect the appropriate names of the University's campuses, schools, departments, centers, institutes, or other administrative units, as well as officer or non-officer titles, including the names of the individuals holding such positions; (ii) conform to accessibility requirements, revised University style guidelines, and other modern business practices; (iii) reflect and reconcile such documents with subsequent actions approved by the Board of Trustees (or a committee thereof); and (iv) correct spelling, grammatical or format errors, technical errors, statutory citations, out-of-date information, or inconsistencies; now therefore be it

¹ Number will be inserted after adoption.

- RESOLVED, that the Executive Committee, acting on behalf of the Board of Trustees, hereby grants specific authority to the Secretary to correct spelling, grammatical or format errors, technical errors, statutory citations, or inconsistencies contained in meeting agendas, minutes, resolutions, presentations, and other Board materials to ensure the accuracy thereof; and be it further
- RESOLVED, that the Executive Committee, acting on behalf of the Board of Trustees, hereby delegates to the Secretary specific authority to consider and take action to update, clarify, revise and conform outstanding policies, procedures, guidelines and other documents approved previously by the Board (or a committee thereof) in order to effect non-substantive changes consistent with and subject to the primary intent of the applicable resolution(s) adopted by the Board (or a committee thereof), as may be necessary or appropriate as contemplated herein; and be it further
- RESOLVED, that this resolution shall remain in full force in effect until such time that it is amended, superseded, or rescinded by the Executive Committee or the Board of Trustees.