



# THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

2021 FALL MEETING OF THE BOARD OF TRUSTEES	
October 22, 2021	Student Union Ballroom
11:00 a.m. (EDT)/10:00 a.m. (CDT)	Knoxville, Tennessee

## AGENDA

- I. Call to Order and Invocation
- II. Roll Call
- III. Opening Remarks and Introductions by the Chair
- IV. Requests to Address the Board (if any not heard in a Committee)
- V. [Honorary Resolution – Action](#) ..... Tab 1
- VI. [President’s Address – Information](#) ..... Tab 2
- VII. Committee Reports – Information
  - A. Audit and Compliance Committee
  - B. Education, Research and Service Committee
  - C. Finance and Administration Committee
    - 1. [FY 2022-23 Operating Budget Appropriations Request for Specialized Units – Action/Roll-Call Vote](#) ..... Tab 3.1
    - 2. [Amendment to Capital Outlay Funding Request, FY 2022-23 through FY 2026-27 – Action/Roll-Call Vote](#) ..... Tab 3.2
  - D. Executive Committee
    - 1. [Revisions to BT0004 – Policy on Presidential Performance Reviews – Action](#) ..... Tab 3.3
    - 2. [Revisions to Bylaws – Action/Roll Call Vote](#) ..... Tab 3.4
    - 3. [Revisions to Executive Committee Charter – Action](#) ..... Tab 3.5
- VIII. [Appointment of Treasurer – Action](#) ..... Tab 4
- IX. [Positioning for Inclusion, Diversity, and Engagement at UT – Information](#) ..... Tab 5
- X. [UT Strategic Plan Update – Information](#) ..... Tab 6

[Recess]



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- XI. [University of Tennessee at Chattanooga Strategic Plan – Action](#) .....Tab 7
- XII. [University of Tennessee, Knoxville Strategic Plan – Action](#).....Tab 8

*Note concerning items XIII. D and E: The Bylaws of the Board provide that any item unanimously approved by a committee that is meeting in conjunction with a meeting of the Board will be placed on the consent agenda of the Board meeting. Therefore, any item that is not unanimously approved in committee will be moved to the regular agenda of the Board. Further, any Trustee may request that an item on the consent agenda of the Board be moved to the regular agenda even if unanimously approved in committee.*

- XIII. Consent Agenda – Action.....Tab 9
  - A. Minutes of Prior Meeting.....Tab 9.1
  - B. [Annual Report to the General Assembly](#).....Tab 9.2
  - C. [Revisions to UT Chattanooga Advisory Board Bylaws](#) .....Tab 9.3
  - D. [Items from the Education, Research, and Service Committee](#) .....Tab 9.4
    - 1. Approval of the Comprehensive List of Academic Programs
    - 2. Ratification of Administrative Action to Terminate or Inactivate Academic Programs
    - 3. New Academic Units –
      - Collection Services and Research and Public Services, UTC
      - Africana Studies, UTK
    - 4. Program Consolidation, Bachelor of Arts in Fine Arts, UTS
    - 5. New Academic Program Master of Sport Coaching and Performance, UTM
    - 6. Proposed Faculty Handbook, UTS
    - 7. Proposed Policy on Award of Degrees and Certificates in Memoriam
    - 8. Grant of Tenure upon Initial Appointment
    - 9. Grant of Tenure upon Early Recommendation
  - E. [Items from the Finance and Administration Committee](#).....Tab 9.5
    - 1. UT Knoxville Voluntary Retirement Incentive Plan (Faculty Only)
    - 2. UT Research Park Innovation South Lease, UTK
    - 3. Proposed Naming of Nursing Building, UTK
    - 4. Signature Authority for Disbursing University Funds
      - Amendments to Board of Trustees Statement of Treasury Policy (BT0032)
      - Authorization for Check Signature
    - 5. Public Chapter 480 Federal Report



# THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

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XIV. Other Business

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

XV. Closing Remarks

XVI. Adjournment

**Informational Items**

Annual Reports of Related Foundations .....	Tab 10
A. University of Tennessee Research Foundation ( <i>See: ERS Committee Materials</i> )	
B. <a href="#">University of Chattanooga Foundation</a> .....	Tab 10.1
C. <a href="#">University of Tennessee Foundation</a> .....	Tab 10.2

**The University of Tennessee  
Board of Trustees**

**Resolution in Honor of Timothy L. Cross, PhD**

WHEREAS, since 1994, Dr. Tim Cross has faithfully served The University of Tennessee and the University of Tennessee Institute of Agriculture (UTIA), as an associate professor, professor, dean of UT Extension, and as the leader of UTIA since 2016; and

WHEREAS, he successfully led the development of a ten-year strategic plan squarely focused on advancing academic excellence, delivering discoveries, promoting hands-on learning, serving all of Tennessee's 95 counties, and establishing a positive global impact; and

WHEREAS, Dr. Cross championed a culture of philanthropic support, with the "Together We Grow" fundraising campaign, exceeding its \$200 million goal two years early, and was instrumental in establishing the Herbert College of Agriculture in 2018; and

WHEREAS, under his leadership and with a collaborative effort of faculty and staff from UT Knoxville and UTIA, the University was named one of three Innovation and Economic Prosperity Universities by the Association of Public Land Grant Universities (APLU); and

WHEREAS, he has led new physical additions at the UT College of Veterinary Medicine and the new Energy and Environmental Science Research Building, scheduled to be completed in 2024; and

WHEREAS, since 2017, 11 faculty in UTIA have received awards from national or international associations, including being named fellows and distinguished leaders in their fields of study; and

WHEREAS, his service to our state and nation includes serving on, among others: the Tennessee Governor's Rural Task Force; the National Impact Database Committee, Joint Extension Committee on Organization and Policy and Experiment Station Committee on Organization and Policy; the National Extension Committee on Policy; the National Women in Agriculture Advisory Council; and the APLU Board on Ag Assembly, Policy Board of Directors; National Council for Food and Agriculture Research; and

WHEREAS, throughout his career, Dr. Cross has received more than 20 honors and awards from local, state and national agricultural organizations, and has advanced knowledge through his steadfast commitment to teaching, scholarship, and research; and

WHEREAS, his scholarly contributions have had far-reaching impact nationally and internationally; and

WHEREAS, during the COVID-19 global pandemic, Dr. Cross safeguarded and extended the University's commitment to public service through the outreach efforts of UTIA, which had 3.5 million educational outreach contacts, 19 million digital contacts, and the College of Veterinary Medicine treated 34,000 animals; and

WHEREAS, he has been a tireless advocate and ambassador for UTIA and for The University of Tennessee, serving with the utmost integrity and devotion to the University's mission; and

NOW, THEREFORE, BE IT RESOLVED that the University of Tennessee Board of Trustees hereby extends its deepest appreciation for the outstanding contributions made by Dr. Tim Cross during his extraordinary 27 years of service to the UT Institute of Agriculture, The University of Tennessee, and the State of Tennessee and congratulates him on a job well done!

Adopted: October 22, 2021



## Amendments to Tuition Cost for Military-Affiliated Students at UT

### CONTEXT

Tennessee Public Chapter 31<sup>1</sup> clarifies that “a veteran or other individual eligible to receive educational benefits administered by the United States Department of Veterans Affairs, through any provision of the United States Code, shall not be required to pay out-of-state tuition or any out-of-state fee when the veteran or other individual is: 1) enrolled in any public institution of higher education in this state; 2) utilizing such benefits at the enrolling institution; and 3) living in the state of Tennessee, regardless of the individual’s formal state of residency.” Public Chapter 31 applies to undergraduate and graduate-level students who meet these eligibility requirements.

The Tennessee STRONG (Support, Training, and Renewing Opportunity for National Guardsmen) Act<sup>2</sup> “provide[s] eligible members of the Tennessee National Guard tuition funding toward a first-time bachelor’s degree...through a tuition reimbursement program.” To receive this last-dollar reimbursement, students must be enrolled in an eligible Tennessee institution, maintain a 2.0 GPA, apply for and use federal tuition assistance, and be in good standing with the Tennessee National Guard and currently serving. Starting July 1, 2021, the Tennessee STRONG Act was amended to include last-dollar reimbursements to service members seeking to complete a master’s degree.<sup>3</sup>

### DEFINITION

For the purposes of this proposal, military-affiliated students are defined as veterans, active-duty military personnel, reservists, members of the National Guard, and Army and Air Force ROTC cadets.

### PROBLEM

UT campuses report a loss in prospective undergraduate and graduate level military-affiliated students due to out-of-state cost.

To our knowledge, military-affiliated students in three scenarios are currently negatively impacted by the residency requirement outlined in Public Chapter 31:

- Military-affiliated students enrolled in undergraduate and graduate level online programs at UT while living out-of-state,
- Military-affiliated students enrolled in executive education graduate programs who live out-of-state, and
- Military-affiliated students who live across state lines and commute to a UT campus.

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<sup>1</sup> [Public Chapter 31](#)

<sup>2</sup> [Public Chapter 229](#)

<sup>3</sup> [Public Chapter 216](#)



# THE UNIVERSITY OF TENNESSEE

The STRONG Act covers up to the in-state portion of tuition for all Tennessee National Guard service members (i.e., National Guard service members and Army and Air Force Cadets who are simultaneous members of the National Guard) regardless of their residency. Non-resident students attending UT and serving in the Tennessee National Guard who qualify for the Tennessee STRONG Act are left with the out-of-state portion of tuition and fees. Out-of-state cost not covered by the STRONG Act has impacted UT's ability to recruit Army and Air Force ROTC Cadets across the system.

## COMPARISON

Several universities in the Southeastern Conference waive out-of-state tuition and fees for military-affiliated students or change their residency classification. Here are several examples:

- **Auburn University:** Waives out-of-state tuition for non-residents serving in the Alabama National Guard.<sup>4</sup>
- **Louisiana State University:** State legislation allows the university to classify the following groups as residents for tuition purposes: 1) veterans meeting specific eligibility requirements, 2) current members of the National Guard or one of the reserve components, and 3) veterans with a service-connected disability as residents.<sup>5</sup>
- **Mississippi State University:** Veterans, service-members, dependents, survivors, and spouses will receive a waiver covering 100% of the difference between resident and non-resident tuition. Since making this change, the military-affiliated student population has increased significantly on campus. Currently, military-affiliated students make up 14% of the student population.<sup>6</sup>
- **The University of Kentucky:** Awards in-state tuition to veterans drawing on VA benefits regardless of residency or duty station to students in online degree programs.<sup>7</sup>
- **The University of Florida:** Waives out-of-state tuition and fees for the following groups: 1) honorably discharged veterans, 2) veterans drawing on VA benefits who physically reside in the state, and 3) active-duty military.<sup>8</sup>
- **The University of Georgia:** Offers out-of-state tuition waivers to the following groups who meet eligibility requirements: 1) active-duty military personnel, 2) recently separated military personnel and dependents, and 3) active Georgia National Guard and U.S. military reservists.<sup>9</sup>

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<sup>4</sup> [Alabama National Guard Non-Resident Tuition Waiver \(ALNG Waiver\)](#)

<sup>5</sup> [Louisiana State University Military and Veteran Admissions](#)

<sup>6</sup> [Mississippi State University Non-resident Tuition Waiver](#)

<sup>7</sup> [University of Kentucky Active Military Duty](#)

<sup>8</sup> [University of Florida Out-of-State Tuition and Fee Waiver for Military-Affiliated Students](#)

<sup>9</sup> [University of Georgia Out-of-State Tuition Waivers](#)



- **The University of Mississippi:** Student veterans receive the non-resident tuition scholarship regardless of GI Bill status under state law. A similar scholarship is also available for dependents.<sup>10</sup>
- **The University of Missouri:** The Missouri Returning Heroes Education Act Grants reduce tuition per credit hour for military-affiliated undergraduates and covers 30% of the cost of tuition and fees for those pursuing graduate degrees.<sup>11</sup>
- **The University of South Carolina:** Undergraduate students on active duty, members of the National Guard, and reservists qualify for a tuition discount.<sup>12</sup>

Among the public universities in Tennessee, **East Tennessee State University** awards the Buc Hero Scholarship, which covers up to 100% of the out-of-state cost. This scholarship is intended to assist out-of-state veterans and military family members who do not qualify for the Yellow Ribbon Program.<sup>13</sup>

### OPPORTUNITY

The UT System has a unique opportunity to reevaluate the impact of out-of-state tuition cost on military-affiliated students. Removing the out-of-state tuition barrier for military-affiliated students:

1. Positions UT as a market leader among other universities in the southeast;
2. Facilitates the recruitment and retention of high caliber military-affiliated students, some of whom we lose to other military-friendly institutions who currently waive out-of-state tuition;
3. Creates greater flexibility for students as UT expands online and hybrid program opportunities;
4. Clarifies and simplifies current barriers with tuition pricing that impede student success; and
5. Allows UT to pay respect to military-affiliated students for their service to our state and country.

Furthermore, removing the out-of-state tuition barrier epitomizes the Be One UT values and will help make this the greatest decade in University of Tennessee history.

Campuses agree that the proposed opportunity can be achieved by creating a unique in-state residency code for undergraduate and graduate level military-students that would reclassify

<sup>10</sup> [University of Mississippi Non-Resident & Scholarship Information](#)

<sup>11</sup> [University of Missouri Returning Heroes Education Act Grants](#)

<sup>12</sup> [University of South Carolina Veterans and Military Services](#)

<sup>13</sup> [East Tennessee State University Office of Veterans Affairs](#)



these students as residents for tuition purposes. This course of action is preferable to waiving out-of-state tuition or providing other scholarships or discounts for military-affiliated students.

### **PAST & FUTURE ACTIONS**

The Office of Academic Affairs and Student Success has already taken the following steps to address this student success issue and opportunity:

1. Coordinated with the systemwide Veterans Student Services Network and other UT leaders to explore the impact of out-of-state tuition on the recruitment and retention of military-affiliated students (since December 2020).
2. Engaged with the Offices of General Counsel and Government Relations and Advocacy to discuss the legal and legislative processes that would authorize UT—and other public higher education institutions in Tennessee—to amend tuition requirements for military-affiliated students (since June 2021).
3. Met with the UT System Chief Financial Officer and campus Chief Budget and Financial Officers to assess the financial impact of the proposed changes (since July 2021).
4. Presented a proposal to examine and amend out-of-state tuition cost to the Executive Leadership Team (August 2021).
5. Engaged with Chancellors, Provosts, and Vice Chancellors for Student Affairs to seek their guidance and feedback regarding the proposed tuition changes (since July 2021); obtained their approval to proceed (September 2021).

To ensure the success of this proposal, the following actions are recommended:

1. Seek support and authorization to pursue legislative action and amend APA residency guidelines from the UT Board of Trustees.
2. Barring legislative or other setbacks, extend this new benefit to all military-affiliated students starting in Fall 2022; extend the benefit to military-affiliated dependents and spouses in subsequent years after evaluating impact.



# THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

3.1

## AGENDA ITEM SUMMARY

Meeting Date: October 21, 2021

Item: **FY 2022-23 Operating Budget Appropriations Request for Specialized Units**

Type: Action

### **Background Information**

The Tennessee Higher Education Commission (THEC) will consider strategic initiative funding requests from UT and LGI specialized units during its Fall quarterly meeting on November 18, 2021. UT's specialized units include the Health Science Center, Institute of Agriculture, Space Institute, Institute for Public Service, and System Administration. Requests approved by THEC will be forwarded to the state Department of Finance & Administration to be considered for inclusion in the Governor's FY 2022-23 budget proposal.

UT fiscal policy FI0112 (Budgeting Current Unrestricted Funds) requires Board approval for these requests. The President and Chief Financial Officer recommend five priorities for approval. A summary of each item follows this memorandum.

### **Board Action**

Upon recommendation by the Finance and Administration Committee, the Board Chair will call for a motion to recommend adoption of the following Resolution by the Board of Trustees.

Resolved: The Board of Trustees hereby approves the FY 2022-23 Operating Budget Appropriations Request for Specialized Units as presented in the meeting materials, which shall be attached to this Resolution after adoption, with authorization for the President and Chief Financial Officer to revise or add to these requests in response to: (1) developments related to state funding priorities that may arise during the upcoming legislative session; or (2) modified requests by the Chancellor/Vice President of a specialized unit.

## FY 2022-23 Appropriations Request for Specialized Units

The University requests additional appropriations for five priorities in its specialized units. These are summarized below. Additional details on each can be found in the following pages. These requests do not include appropriations allocated to UTC, UTK, UTM, and UTS through the THEC funding formula or state funding for salary pools and fringe benefits inflation.

	Units	Proposal Summaries	Amount
1	Institute of Agriculture (UTIA)	Recruit & Retain Exceptional Veterinary Medicine Faculty & Staff. Recurring funds to bring faculty and specialized veterinary-related staff salaries closer to peers.	\$ 2,815,600
2	All	Recurring funds to sustain vital programs serving Tennessee students, agriculture, business, law enforcement, and local government.	\$ 6,893,100
3	Institute for Public Service (IPS)	Substance Misuse and Addiction Resource for Tennessee (SMART) Policy Network: collaboration among disciplines, researchers, and Tennessee communities to enhance efforts and increase grant funding to reduce addiction.	\$ 783,800
4	Institute for Public Service (IPS)	Tennessee School Safety Training Center of Excellence: training, assessment, and research for Tennessee law enforcement, first responders, and school systems.	\$ 315,000
5	Institute of Agriculture (UTIA)	Veterinary Hospital Information System: replace an antiquated medical records system (which lacks external technical support) with a more efficient modern system.	\$3,300,000 (non-recurring)
<b>Total Requests: \$ 10,807,500 recurring; \$3,300,000 non-recurring</b>			

### **1. The University of Tennessee Institute of Agriculture (UTIA)**

#### **Competitive Salaries in the UTIA College of Veterinary Medicine: \$2,815,600 recurring**

Meeting our responsibility to UT's land-grant mission is tied directly to the professional quality of our faculty and staff, but we often find ourselves losing talent to our competitors. No peer veterinary college pays its faculty less than UT with the exception of LSU, which we exceeded for the first time in FY20. Comparing UTIA CVM professor mean salaries (\$152,700) to UGA (\$172,200) and UF (\$177,100) shows the significant shortfall. Likewise, looking at entry-level assistant professor salaries again reveals UTIA CVM (\$112,000) far below that of UGA (\$122,600) and UF (\$125,300), and the gap grows as faculty mature in their professional development. The college must be in position to recruit talented people, people who are too often lost to peer institutions. Over the past 6-9 years, we have found ourselves replacing roughly 10 of our existing 110-115 College of Veterinary Medicine faculty, annually. We are concerned we may be hiring the "best

## FY 2021-22 Operating Budget Appropriations Request for Specialized Units

of the rest,” after our peers capture top talent. To improve our prospects of attracting and retaining the best scientific talents, and further our contributions to The University of Tennessee's goal of becoming a true comprehensive research-extensive institution, it is imperative that our salaries for research faculty also be increased to a level on par with other land-grant institutions.

### 2. All UT Specialized Units

#### **Sustain Current Programs, Services, and Operations: \$6,893,100 recurring**

UT's specialized units include the Health Science Center (UTHSC), Institute of Agriculture (UTIA), Institute for Public Service (UTIPS), Space Institute (UTSI), and System Administration (UTSA). They are facing challenges to long-term financial sustainability due to a lack of reliable funding streams to offset recurring growth in non-personnel operating costs.

UT “formula units” (UTC, UTK, UTM) receive state appropriations through the THEC performance-based funding formula. In most years, state funding growth, along with modest tuition increases, are sufficient to fund salary increase pools, employee benefits inflation, non-personnel operating cost increases, and enhancements to high-priority programs. UT's specialized units also receive state funding for salary increase pools and benefits inflation, but they do not receive state funding for needs that go beyond this.

The funding would be allocated among UT specialized units to meet the following needs:

Health Science Center (UTHSC): \$5,169,200 for cost increases experienced over several years related to increased enrollment and the rapidly increasing costs of instructional technology in medicine: simulation center equipment replacement, information technology replacement and enhancement, library acquisition costs, growth in accreditation costs, and the operation and maintenance of new spaces required to accommodate higher enrollments.

Institute of Agriculture (UTIA): \$1,286,200 to fund incremental operating costs of UTIA's statewide teaching, research, and service programs; includes a complex veterinary hospital, ten major research and education centers, and Extension offices in each of Tennessee's 95 counties.

Institute for Public Service (UTIPS): \$307,500 to offset growth in costs such as consultant travel, IT systems supporting online training and knowledge databases, leases for office space, training venues and materials, and supplies for client materials. Provides vital programs to Tennessee manufacturers, local governments, and law enforcement.

**FY 2021-22 Operating Budget Appropriations Request for Specialized Units**

Space Institute (UTSI): \$130,200 to maintain state-of-the-art technology, equipment, facilities, and systems supporting UTSI's internationally recognized graduate education and research programs in engineering, physics, mathematics and aviation systems.

**3. UT Institute for Public Service****Substance Misuse and Addiction Resource for Tennessee (SMART) Policy Network: \$783,800 recurring**

In 2020, UT President Randy Boyd established the Substance Misuse and Addiction Resource for Tennessee (SMART) Policy Network to provide a forum for policy makers and addiction experts from across the state to examine policy that will improve the health and welfare of Tennesseans who suffer from substance use disorder. UT proposes making this a permanent program within IPS. Initial efforts of SMART could include:

- Partnering with existing IPS agencies to perform needs assessments and identify strategies to target the effects of substance misuse at the county level.
- Enhancing outreach through utilization of existing IPS relationships to enhance discussion and outreach at the community level to include elected officials, community stakeholders, and policy makers.
- Working under the guidance of the Office of National Drug Control Policy to assist localities with obtaining federal grant dollars for substance use programs. Each regional consultant would identify a community that could benefit from federal grant funding, assist with grant writing and compliance, and develop an educational/mentoring program to enhance grant writing skills.
- Holding regional Substance Misuse Community Workshops to provide education and facilitate discussion on topics such as housing, workforce development, incarceration, re-entry programs, recovery resources, drug trends, etc.
- Increasing the number of schools and youth programs that deliver a substance use prevention curriculum to children. This would be a collaborative effort with UT Extension and 4H utilizing the Health Rocks! program and would include state-wide program evaluation.
- Partnering with community organizations, such as anti-drug coalitions, health departments, and task forces to ensure efforts are collaborative rather than duplicated.

## FY 2021-22 Operating Budget Appropriations Request for Specialized Units

### 4. UT Institute for Public Service

#### **Tennessee School Safety Training Center of Excellence: \$315,000 recurring**

The Center would be established within UT's Law Enforcement Innovation Center (LEIC) to serve law enforcement agencies, first responders, and school systems across Tennessee by providing a comprehensive training, assessment, and research center in support of school safety initiatives and programs. Two additional training specialists will be needed to staff this training center. The proposed services provided by this new center include:

- School Resource Officer (SRO) Training at Basic, Advanced, and Supervisory levels,
- School Active Assailant Training for officers, first responders, and school personnel,
- School Safety Assessments and Training for Assessors
- Statewide Forums on School Safety issues for officers, first responders, school personnel, community leaders and members of the public
- Evaluation of and contribution to School Safety Best Practices
- Research and evolving training on emerging issues regarding School Safety

The Center would build upon LEIC's current contributions to school safety by empowering the agency to be more strategic and comprehensive in its school safety impact. The ultimate result will be safer schools by virtue of better trained and prepared law enforcement agencies, first responders, and school personnel. The goal is to transition this center into a partially or fully funded one by program income.

### 5. The University of Tennessee Institute of Agriculture (UTIA)

#### **Veterinary Medical Center Records Management System: \$3,300,000 non-recurring**

UT's College of Veterinary Medicine (CVM) has evaluated and provided healthcare to more than 1 million patients since opening its doors in the late 1970s. A necessary component of managing any patient's clinical problem(s) is keeping an accurate medical record. Medical record management has evolved from a paper-based to a digital-based electronic format and although our hospital has somewhat kept pace with evolving technology, we find ourselves tied to an open source, free medical records system for which external technology support does not exist and program support must be provided internally for system management. We all believe in evidence-based medical care, and to achieve that we need a fully functional, turn-key, efficient medical record system that allows the practice of evidence-based medicine with easy-access biomedical parameter search capacity. The system must integrate seamlessly with our diagnostic laboratories and the direct data entry from our automated chemical analyzers, tie directly to pharmacy prescription needs, and process owner billing for provided services whether they are processed during offsite farm visits or during in-patient hospital visits. This upgrade need is essential to move the veterinary medical center forward and ideally should have been completed prior to our next scheduled AVMA Council on Education accreditation site visit which occurs March 6-10, 2022.



# THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

3.2

## AGENDA ITEM SUMMARY

Meeting Date: October 22, 2021

Item: **Capital Outlay Funding Requests, FY 2022-23 through FY 2026-27  
Amendment**

Type: Action

### **Background Information**

Annually, in accordance with Tennessee Higher Education Commission and State Department of Finance and Administration guidelines, the administration develops a five-year schedule of capital outlay funding requests. The year's schedule is for FY 2022-23 through FY 2026-27, and follows this memorandum. The five-year schedule reflects \$578,486,800 in requested state funding for capital outlay projects, which is net of the requisite institutional funding match for new construction and for major renovation.

After the June Board of Trustees approval of the university's Capital Outlay Funding Requests for FY 2022-23 through FY 2026-27, the Tennessee Higher Education Commission amended their capital outlay instructions. Under the new instructions we may submit three capital outlay projects with a renovation and/or demolition focus, and three capital outlay projects including new construction.

This amendment requests approval to make the UTK College of Business project, originally listed in FY 2024-25, a part of our current FY 2022-23 request for state funding. This request does not change any project descriptions or amounts previously approved in the June 25, 2021 Board of Trustees meeting.

### **Board Action**

Upon recommendation by the Finance and Administration Committee, the Board Chair will call for a motion to approve the following Resolution by the Board of Trustees.

**Resolved:****The Board of Trustees:**

1. Approves the schedule of Capital Outlay Funding Requests for FY 2022-23 through FY 2026-27 and authorizes the administration to submit the schedule to state government, a copy of which shall be attached to this Resolution after adoption;
2. Authorizes the administration to enter into contracts for design and construction of capital outlay projects funded for FY 2022-23 within available funds;
3. Approves the granting of any easements, licenses, disposals of utilities, rights of entry, and rights of way necessary for any capital outlay projects funded for FY 2022-23;
4. Authorizes the proper officers 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;  
and
5. Authorizes the President to reprioritize the FY 2022-23 thru FY 2026-27 project requests as a result of changes in direction from state leadership.

**THE UNIVERSITY OF TENNESSEE  
CAPITAL OUTLAY PRIORITIES**

**3.2**

Priority	Projects	Total Project	Institutional Match	STATE FUNDING				
				FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
<b>Renovation &amp; Demolition Projects</b>								
1	UTHSC - Nash Vivarium Basement Renovation	\$ 22,690,000	\$ 453,800	\$ 22,236,200				
2	UTC - 540 McCallie Renovation	40,000,000	1,600,000	38,400,000				
3	UTHSC - Cancer Research Bldg 4th Floor	19,370,000	387,400	18,982,600				
<b>New Construction</b>								
1	UTC - Health Sciences Building	\$ 60,800,000	\$ 4,864,000	\$ 55,936,000				
2	UTM - TEST Hub	19,160,000	1,156,000	18,004,000				
3	UTK - College of Business Building	100,000,000	17,000,000	83,000,000				
	<b>TOTAL</b>	<b>\$ 262,020,000</b>	<b>\$ 25,461,200</b>	<b>\$ 236,558,800</b>				
7	UTK - Chemistry Building	\$ 140,000,000	\$ 23,800,000		\$ 116,200,000			
8	UTIA - Garden Education & Discovery Center	23,000,000	920,000		22,080,000			
	<b>TOTAL</b>	<b>\$ 163,000,000</b>	<b>\$ 24,720,000</b>		<b>\$ 138,280,000</b>			
9	UTC - Maclellan Renovation	59,300,000	22,612,000			36,688,000		
	<b>TOTAL</b>	<b>\$ 59,300,000</b>	<b>\$ 22,612,000</b>			<b>\$ 36,688,000</b>		
10	UTHSC - Molecular Science Bldg Renovation	\$ 56,000,000	\$ 1,120,000				\$ 54,880,000	
11	UTIA - Ridley 4-H Center-STEM Education Bldg	6,000,000	240,000				5,760,000	
12	UTK - Dabney Hall Renovation	50,000,000	3,000,000				47,000,000	
	<b>TOTAL</b>	<b>\$ 112,000,000</b>	<b>\$ 4,360,000</b>				<b>\$ 107,640,000</b>	
13	UTM - Beef Cattle Teaching & Demonstration Fac	\$ 3,000,000	\$ 200,000					\$ 2,800,000
14	UTK - Jessie Harris Bldg. Renovation	54,000,000	3,240,000					50,760,000
15	UTIA - Clyde York 4-H Center-STEM Education Center	6,000,000	240,000					5,760,000
	<b>TOTAL</b>	<b>\$ 63,000,000</b>	<b>\$ 3,680,000</b>					<b>\$ 59,320,000</b>
	<b>GRAND TOTAL</b>	<b>\$ 659,320,000</b>	<b>\$ 80,833,200</b>					<b>\$ 578,486,800</b>



# THE UNIVERSITY OF TENNESSEE

## BOARD OF TRUSTEES

3.3

### AGENDA ITEM SUMMARY

Meeting Date: October 22, 2021

Item: **Proposed Revisions to Corporate Documents**

Type: Action

#### **Background Information**

Currently, the Board Policy on Presidential Performance Reviews (BT0004) contemplates that the Chair shall conduct a comprehensive, cumulative review of the President's performance with the assistance of at least one external advisor every third or fourth year. Except for the engagement of external advisor(s) to assist with the review, the cumulative review process is, for the most part, virtually identical to that required for the annual review process (e.g., self-assessment in relation to strategic goals and achievements, goal setting, soliciting feedback from representatives of various constituency groups, and the preparation of a written assessment). The proposed revision to the Board Policy would: (i) allow the Board Chair the flexibility to engage external advisor from time to time in connection with the annual review process; and (ii) remove the cumulative review process.

Based on the proposed revisions to the aforementioned Board Policy, certain corresponding revisions to the University's Bylaws and the Executive Committee Charter are necessary to eliminate the reference to a "cumulative" performance review in these documents.

Further, two additional edits are being proposed to the Bylaws to: (i) reflect the correct officer title for the Vice President for Development and Alumni Affairs for The University of Tennessee Foundation, Inc. (consistent with the Board's approval of the officer appointment dated March 2019); and (ii) allow the Chief Audit and Compliance Officer to make the comprehensive report on the internal audit function annually (as opposed to specifying that the report shall be given at the Annual Meeting).

The proposed revisions to the Board Policy, University Bylaws, and Executive Committee Charter, which follow this summary, were approved by the Executive Committee of the Board of Trustees on September 10, 2021 and are being presented to the Board for its consideration.



# THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

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## **Board Action**

The Chair will call for a motion to adopt each of the following Resolutions.

A. Policy on Presidential Performance Reviews (BT0004)

Resolved: The Board of Trustees hereby adopts the proposed revisions to Policy on Presidential Performance Reviews (BT0004), which revisions shall be attached to this Resolution after adoption.

B. University Bylaws

Resolved: The Board of Trustees hereby adopts the proposed amendments to the Bylaws of the Board, which amendments shall be attached to this Resolution after adoption.

C. Executive Committee Charter

Resolved: The Board of Trustees hereby adopts the proposed revision to the Executive Committee Charter, which revision shall be attached to this Resolution after adoption.



<b>System-wide Policy:</b>	
<b>BT0004 - Policy on Presidential Performance Reviews</b>	
<b><u>Version: 6</u></b>	<b><u>Effective Date: [10/21/2021]</u></b>

## BOARD OF TRUSTEES POLICY ON PRESIDENTIAL PERFORMANCE REVIEWS

### PURPOSES

The purposes of the annual performance review are: (1) to enable the President to enhance his or her performance and leadership; (2) to promote good communications and strong working relationships between the President, the Board, and University constituencies; (3) to enable the President and Board to set mutually agreeable goals; and (4) to inform Board decisions on compensation and other terms of employment for the President.

~~Periodic comprehensive performance~~ Performance reviews have the following additional purposes: (1) to solicit the informed perceptions of the Trustees and members of the University's major stakeholder groups on broader aspects of institutional health, management, and governance; (2) to engage and inform a wide range of University constituencies; and (3) to enable the President to develop plans for his or her professional development; ~~and (4) to enable the President and the Board to determine whether they have the basis for an extended commitment to each other.~~

### RESPONSIBILITY

The Board of Trustees is responsible for assessing the President's performance and, in doing so, to solicit the views of other leaders within and outside the University.

The Board delegates to the Chair of the Board the responsibility for organizing and conducting an annual performance review of the President. This delegation of authority to the Chair is subject to the provisions of this policy and to the Board's ultimate authority to approve or modify the Chair's evaluation of the President's performance. The Chair, in his or her discretion, may engage an external advisor to assist with evaluating the President's performance in connection with the annual performance review process.

The Chair of the Audit and Compliance Committee and Chair of one other standing committee (hereinafter "Committee Chairs") shall participate in the annual review process as outlined below. ~~Every third or fourth year, or earlier as the Board in its sole discretion may determine, the Chair shall conduct a comprehensive review of the President's performance with the assistance of at least one external advisor.~~



# THE UNIVERSITY OF TENNESSEE

3.3

<b>System-wide Policy:</b>	
<b>BT0004 - Policy on Presidential Performance Reviews</b>	
<b><u>Version: 6</u></b>	<b><u>Effective Date: [10/21/2021]</u></b>

## PROCESS FOR THE ANNUAL PERFORMANCE REVIEW

Self-Assessment and Proposed Goals. The President shall prepare a written self-assessment statement in a format and according to a timetable mutually agreed-upon by the President and the Chair. In addition to a retrospective review of goals previously agreed upon by the President and the Board and of other achievements, disappointments, or problems of the preceding year, the self-assessment statement shall include a prospective statement of challenges and opportunities facing the University and the President's proposed goals for the coming year.

Constituency Survey and Interviews. The Chair ~~and, on behalf of the Committee Chairs~~Board, shall solicit views of the President's performance from various groups, including the senior administrative staff; faculty, student, staff, and alumni leadership; Speakers of the Tennessee Senate and House of Representatives; and Trustees. Members of the senior administrative staff will be informed that they may request an interview with the Chair ~~and Committee Chairs~~ in person or by telephone to address the President's performance.

Performance Review. The Chair shall then ~~interview~~meet with the President ~~concerning to review~~ the President's self-assessment statement ~~and,~~ proposed goals for the coming year, ~~and the findings of the constituency survey and interviews.~~ The Committee Chairs shall be present during the ~~Chair's interview of the President~~President's review only as observers and not as participants.

Assessment. The Chair shall prepare a written assessment of the President's performance, including an aggregate summary of the views of the senior administrative staff and of faculty, student, staff, alumni, and legislative leadership, and Trustees, which shall be circulated to the Committee Chairs.

After reviewing the Chair's written assessment and recommended goals, the Committee Chairs may submit a separate written assessment of the President's performance to the Executive Committee.

The Chair shall ~~then~~ submit the following materials to the Executive Committee: (1) the President's self-assessment statement and any additional information the Chair may have requested of the President; (2) the Chair's written assessment of the President's performance; (3) the President's proposed goals for the coming year and the Chair's recommendation concerning those goals; and (4) any recommendation of the Chair concerning the President's compensation or other terms of employment. ~~After reviewing the Chair's written assessment and recommended goals, the Committee Chairs may submit a separate written assessment of the President's performance to the Executive~~

# THE UNIVERSITY OF TENNESSEE

<b>System-wide Policy: BT0004 - Policy on Presidential Performance Reviews</b>	
<b><u>Version: 6</u></b>	<b><u>Effective Date: [10/21/2021]</u></b>

Committee:

Committee/Board Action. In a previously scheduled or a called meeting, the Executive Committee shall approve or modify the Chair’s assessment of the President’s performance and recommendations concerning goals, compensation, and other terms of employment. The Committee’s action shall then be submitted to the full Board of Trustees for approval or ~~modification. The President shall be present at modification.~~ Notwithstanding the meetings foregoing and in accordance with the Bylaws, the Chair may designate the Chair’s assessment of the President’s performance and recommendations concerning goals, compensation, and other terms of employment for deliberation and action at a scheduled or called meeting of the Board, without the prior review and recommendation of the Executive Committee and the Board.

The President shall be present at the meeting(s) of the Executive Committee and/or the Board of Trustees to answer questions about his or her performance and the proposed goals for the coming year. ~~The~~At the discretion of the Chair, the President shall may be excused from the ~~meetings~~meeting(s) prior to discussion and voting on the President’s performance, goals, and compensation or other terms of employment.

**PROCESS FOR THE CUMULATIVE PERFORMANCE REVIEW**

~~Every third or fourth year of the President’s employment, or earlier as the Board in its sole discretion may determine, the Chair shall conduct a comprehensive review of the President’s performance with the assistance of one or more external advisors. The Chair shall select the external advisor(s) in consultation with the President and one or two members of the Executive Committee. If feasible, at least one external advisor should be a former chief executive with experience as head of an enterprise similar in scope and mission outside the State of Tennessee.~~

~~Early in the year of the comprehensive performance review, the Chair, in consultation with the President and the external advisor(s), shall develop a written plan and timetable for the comprehensive review and present it to the Executive Committee or the full Board for approval. The plan shall include at least the elements outlined below.~~

~~The President shall prepare a comprehensive self assessment covering the period of service under review. This self assessment should present a clear picture of the state of the University in relation to strategic goals approved by the Board and should highlight the President’s view of his or her major achievements and concerns.~~

~~The external advisor(s) shall conduct personal interviews with the President, members of the Board, and a broad array of individuals or groups internal and external to the University, including but not limited to the University’s senior administrative staff,~~

# THE UNIVERSITY OF TENNESSEE

<b>System-wide Policy: BT0004 - Policy on Presidential Performance Reviews</b>	
<b><u>Version: 6</u></b>	<b><u>Effective Date: [10/21/2021]</u></b>

~~faculty, students, staff, alumni, and other major stakeholder groups. At his or discretion, the Chair may participate in these interviews.~~

~~The external advisor(s) shall prepare a draft written report of findings and recommendations including, but not limited to, the following: (1) a summary of the views of the various internal and external constituencies interviewed by the external advisor(s); (2) specific recommendations for enhancing the President's performance, professional development, and relationships with the Board, University constituent groups, and other major stakeholder groups; and (3) any recommendations concerning institutional or governance issues or other matters relevant to the President's future leadership performance. The external advisor(s) shall present the draft report to the President for review and comment.~~

~~After receiving the President's comments, the external advisor(s) shall present a draft report to the Chair. The Chair and the external advisor(s) shall review the report and the President's self-assessment with the President and work with the President to develop a set of goals for recommendation to the Executive Committee and the Board. The external advisor(s) shall then prepare a final written report, which shall include the recommended goals in addition to the matters outlined in the immediately preceding paragraph of this policy.~~

~~The Chair shall submit the final written report of the external advisor(s) to the Executive Committee. The Chair shall also submit to the Executive Committee any recommendation concerning the President's compensation or other terms of employment. The Executive Committee shall receive copies of the President's self-assessment and any other information the Chair or external advisor(s) may have requested of the President.~~

~~In a previously scheduled or a called meeting, the Executive Committee shall approve or modify the Chair's recommendations concerning goals, compensation, and other terms of employment. The Committee's action shall then be submitted to the full Board of Trustees for approval or modification. The President shall be present at the meetings of the Executive Committee and the Board of Trustees to answer questions about his or her performance and the proposed goals. The President shall be excused from the meeting prior to discussion and vote on the President's performance, goals, and compensation or other terms of employment.~~

# THE UNIVERSITY OF TENNESSEE

<b>System-wide Policy:</b>	
<b>BT0004 - Policy on Presidential Performance Reviews</b>	
<b><u>Version: 6</u></b>	<b><u>Effective Date: [10/21/2021]</u></b>

History:

Adopted	03/04/2004
Revised	03/07/2007
	02/27/2014
	03/29/2017
	06/21/2019 (technical revisions)
	<u>[October 22, 2021]</u>

**PROPOSED REVISIONS - BYLAWS****ARTICLE IV  
Committees**

**Section 4.2 Executive Committee – General Statement of Responsibilities.** The Executive Committee shall:

- (1) Oversee and monitor the work of other standing committees, the University's strategic planning processes, the President's performance and welfare, and the University's commitment to and compliance with the state's plans and objectives for higher education;
- (2) Conduct a Board self-evaluation ~~in connection with the President's cumulative performance review~~ regularly, but no less than every ~~third or fourth year of the President's employment~~ four years;
- (3) Recommend to the Board the initial and subsequent compensation of the President and the initial compensation of the Chancellors and other officers of the University defined in these Bylaws;
- (4) Act for the Board on any matter when necessary between meetings of the Board; and
- (5) Perform other responsibilities as the Board deems necessary or advisable, subject to the approval of the Board.

The Executive Committee shall not operate or conduct any business outside the scope of authority outlined in this section or expressly authorized by statute.

**ARTICLE VI**  
**Officers of the University – Appointment and Removal**

**Section 6.7 Removal of Officers.** The President serves at the pleasure of the Board, which has power to remove the President at any time, subject to the terms of any written employment agreement approved by the Board. The Chancellors and other officers of the University report directly and solely to the President and serve at the pleasure of the President with the following exceptions:

- (1) The Vice President for Development and Alumni Affairs ~~and Programs~~ reports jointly to the President and the Board of Directors of The University of Tennessee Foundation, Inc., but serves at the pleasure of the President;
- (2) The Chief Audit and Compliance Officer reports to the Audit and Compliance Committee and the Board with respect to all audit activities and findings but reports administratively to the Chief Financial Officer;
- (3) If the office of Treasurer is held by an individual other than the Chief Financial Officer, the Treasurer reports directly to and serves at the pleasure of the Chief Financial Officer;
- (4) If the office of Secretary is held by an individual other than the General Counsel, the Secretary reports directly to the Chair of the Board and serves at the pleasure of the Board; and
- (5) From time to time, the President may assign one or more Vice Presidents to report directly to and serve at the pleasure of another officer of the University.

The President has authority to remove a Chancellor or other officer at any time without the approval of the Board with the following exceptions:

- (1) The Board alone has authority to remove the Chief Financial Officer and the General Counsel, which shall require a simple majority vote if recommended by the President and a two-thirds roll-call vote if not recommended by the President;
- (2) The Board alone has authority to remove, reassign, or demote the Chief Audit and Compliance Officer, and only for cause, by majority vote of the Board;
- (3) If the office of Treasurer is held by an individual other than the Chief Financial Officer, the Chief Financial Officer has authority to remove the Treasurer at any time after consultation with the President and the Chair of the Board;
- (4) If the office of Secretary is held by an individual other than the General Counsel, the Board alone has authority to remove the Secretary, which shall require a simple majority vote if recommended by the Chair of the Board and a two-thirds roll-call vote if not recommended by the Chair of the Board; and
- (5) If the President has assigned a Vice President to report directly to another officer of the University, that officer has authority to remove the Vice President at any time after consultation with the President.

**ARTICLE VII**  
**Officers of the University – Duties**

**Section 7.4 Duties of the Chief Audit and Compliance Officer.** The Chief Audit and Compliance Officer shall act under the direction of the Chair of the Audit and Compliance Committee and shall have direct and unrestricted access to other members of the Committee and the Chair of the Board. The Chief Audit and Compliance Officer shall have the following duties:

- (1) Develop and execute a comprehensive audit plan to be conducted in accordance with applicable professional auditing standards;
- (2) Make a comprehensive report on the internal audit function to the Board of Trustees through the Audit and Compliance Committee ~~at the Annual Meeting~~ annually. The report shall include the annual audit plan and a review of all previous year audits completed and in progress, including any follow-up reviews and any audits that were scheduled but not done;
- (3) Send a copy of each internal audit report and follow-up review, upon its completion, to the Audit and Compliance Committee;
- (4) Promptly report any activity that is illegal, or the legality of which is questioned by the internal audit department (e.g., conflict of interest, theft), to the Chair of the Audit and Compliance Committee; and
- (5) Other duties prescribed elsewhere in these Bylaws, in Board or University policies, in a formal position description approved by the Board, or otherwise prescribed by the Board, the Chair of the Audit and Compliance Committee, or a committee of the Board from time to time.

## PROPOSED REVISIONS - EXECUTIVE COMMITTEE CHARTER

### Responsibility for Recommendations to the Board

The Executive Committee's responsibility to make recommendations to the Board shall include the following matters:<sup>1</sup>

1. The initial and subsequent compensation of the President and the initial compensation of other officers of the University as defined by the Bylaws of the Board;
2. Assessment of the President's performance and welfare on an annual ~~and~~ ~~cumulative~~ basis in accordance with the Board Policy on Presidential Performance Reviews;
3. The strategic plan for each campus and institute;
4. Any system-wide strategic plan proposed by the President from time to time; and
5. Amendments to the Bylaws of the Board of Trustees identified as necessary in the course of the Committee's periodic review of the Bylaws.

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<sup>1</sup>Under the Bylaws of the Board of Trustees, the Chair of the Board may designate any of the listed matters for deliberation and action at a meeting of the Board without prior review and recommendation by the Executive Committ



# THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

## AGENDA ITEM SUMMARY

Meeting Date:       October 22, 2021

Item:                 **Appointment of Treasurer**

Type:                Action

Presenter:          Randy Boyd, President

### **Background Information**

Treasurer Mark Paganelli is retiring and his last day of active service is scheduled to be December 8, 2021. The Senior Vice Chancellor and Chief Financial Officer has begun a search for the next Treasurer, but the office is not likely to be filled prior to Mr. Paganelli’s retirement date.

In accordance with Sections 6.3 and 6.6(c) of the University’s Bylaws, when a vacancy or notice of an impending vacancy occurs in the office of Treasurer when held by an individual other than the Chief Financial Officer, the President may recommend that the Board approve the Chief Financial Officer to serve concurrently as Treasurer.

As authorized by the Bylaws of the Board, the Chair has designated this item for action by the Board without prior review and recommendation by the Executive Committee.

### **Board Action**

The Chair will call for a motion to approve the following Resolution.

Resolved: The Board of Trustees hereby approves the appointment of David L. Miller, as Chief Financial Officer, to serve as Treasurer of the University, effective immediately upon Mr. Paganelli’s retirement. There shall be no change in the compensation and other terms of employment for Mr. Miller in connection with assuming the role of Treasurer, pending completion of the search process, selection, and appointment of the succeeding Treasurer.



# Positioning for Inclusion, Diversity, and Engagement at UT



**Thank You!**

Dr. Brian Dickens – Chief Human Resources Officer

Dr. Jorge Perez – Associate Vice President, Institutional Effectiveness

Dr. Brian Hester – Director, Institutional Research

Katie Jones – Data Visualization Specialist

Janice Hodge – Director, HR Data Analytics

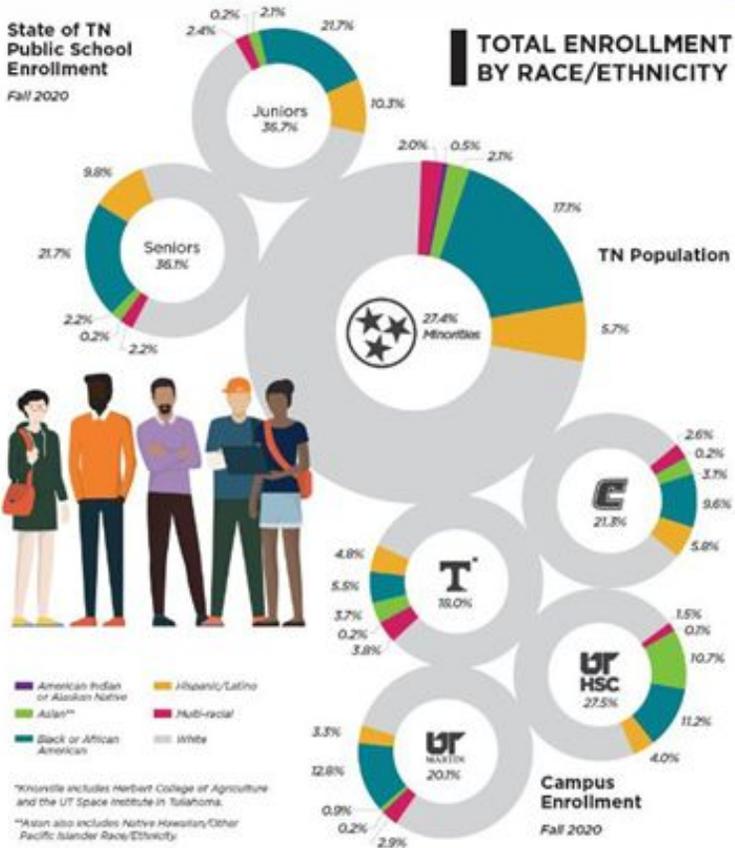
Campus Diversity Officers

# STUDENT SUCCESS GAPS AT-A-GLANCE

UT System and Peers – March 2021

## State of TN Public School Enrollment

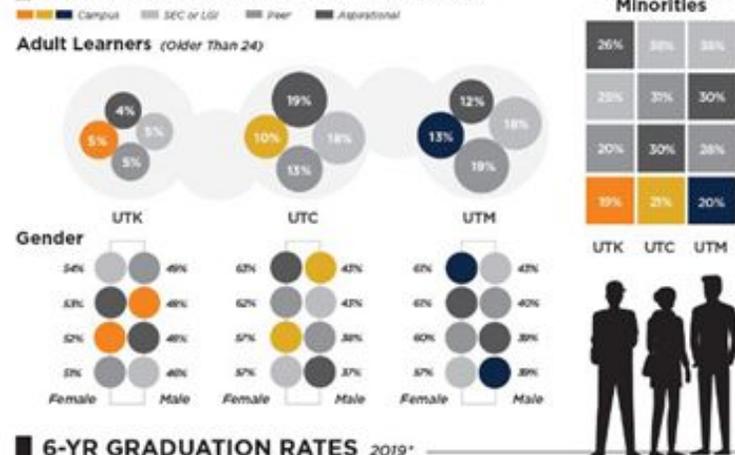
Fall 2020



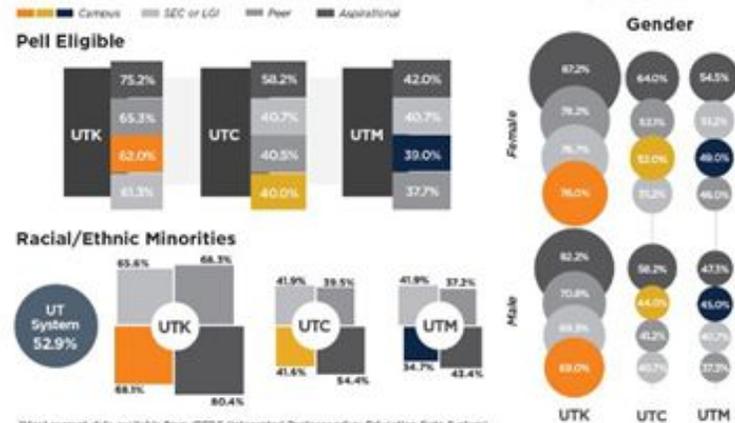
THE UNIVERSITY OF TENNESSEE SYSTEM

## Student Success Gaps At-A-Glance

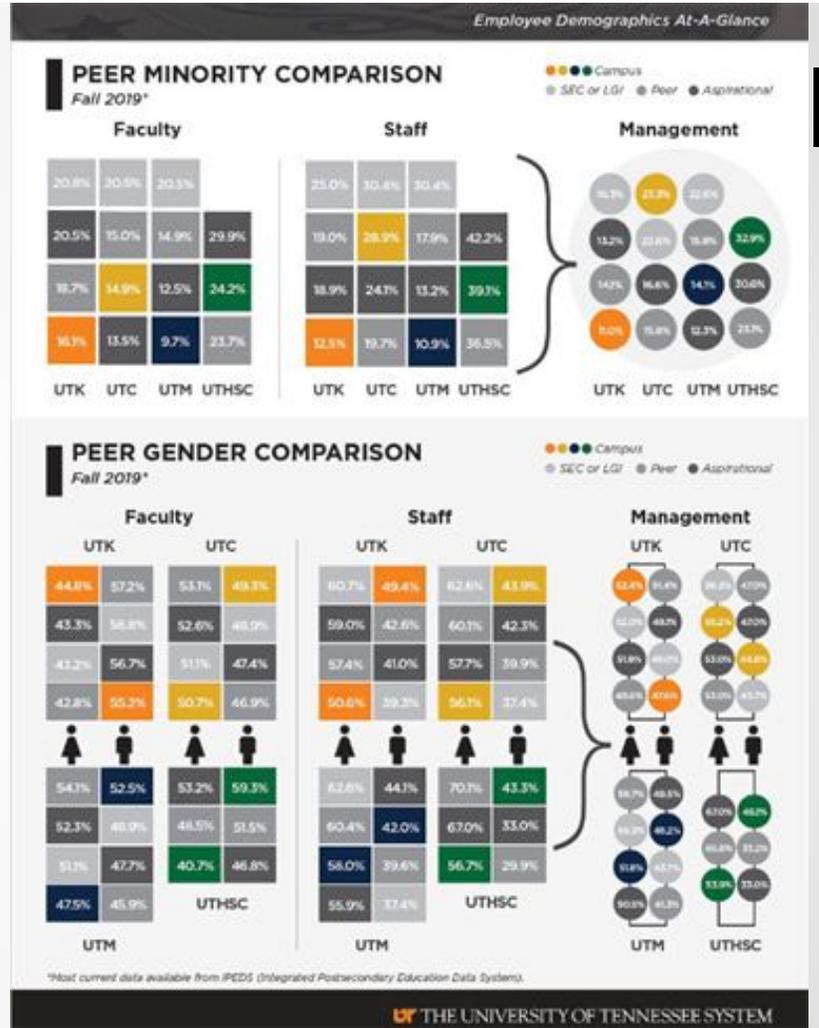
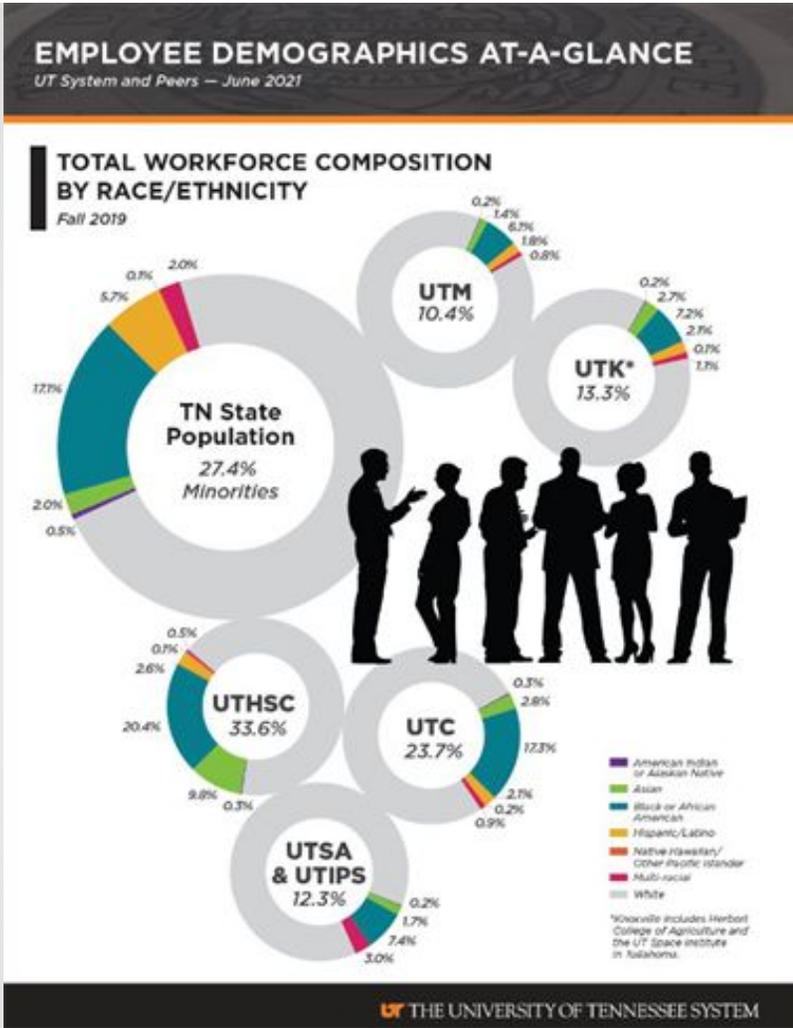
### UNDERGRADUATE ENROLLMENT 2019\*

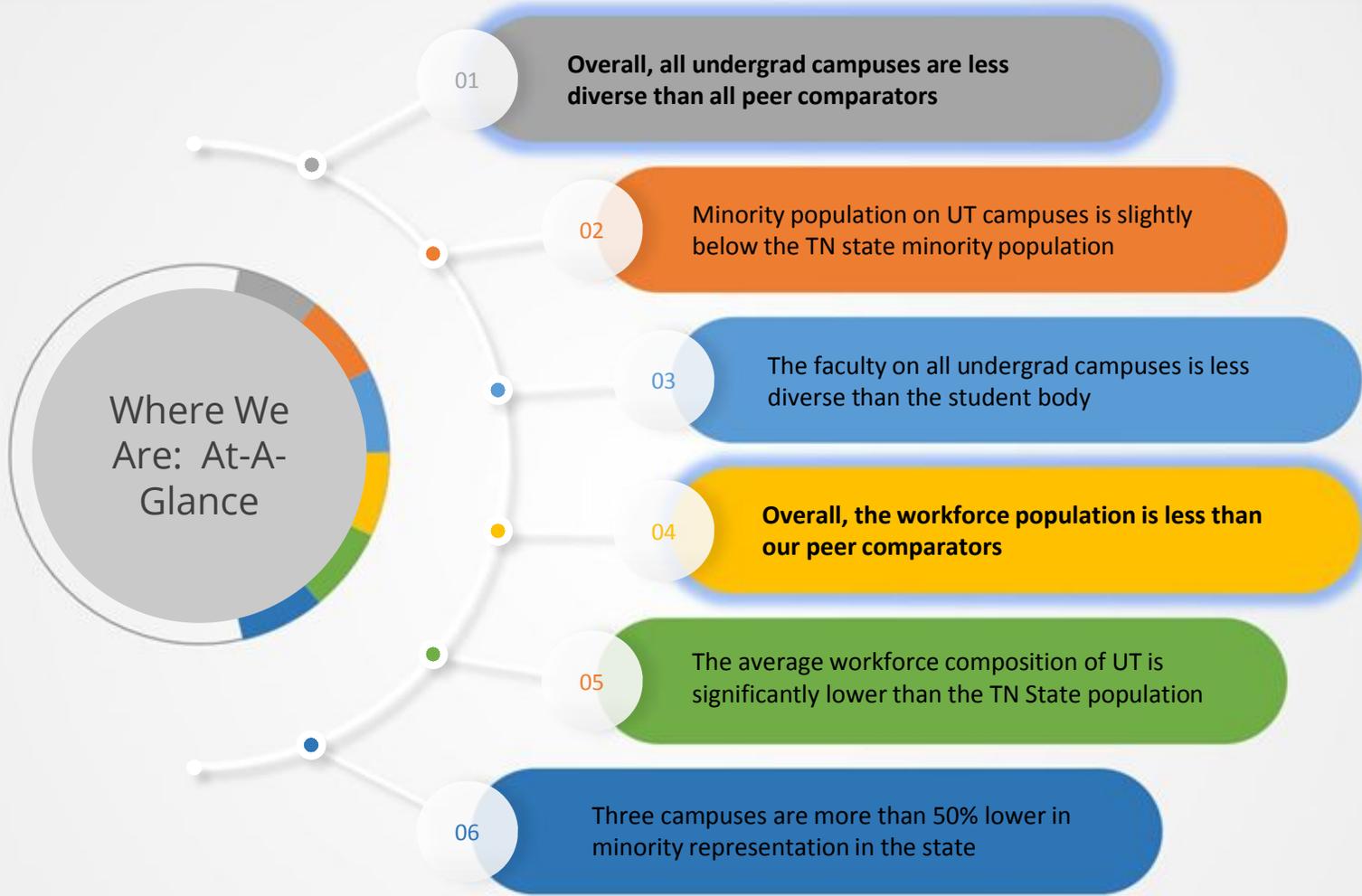


### 6-YR GRADUATION RATES 2019\*



THE UNIVERSITY OF TENNESSEE SYSTEM



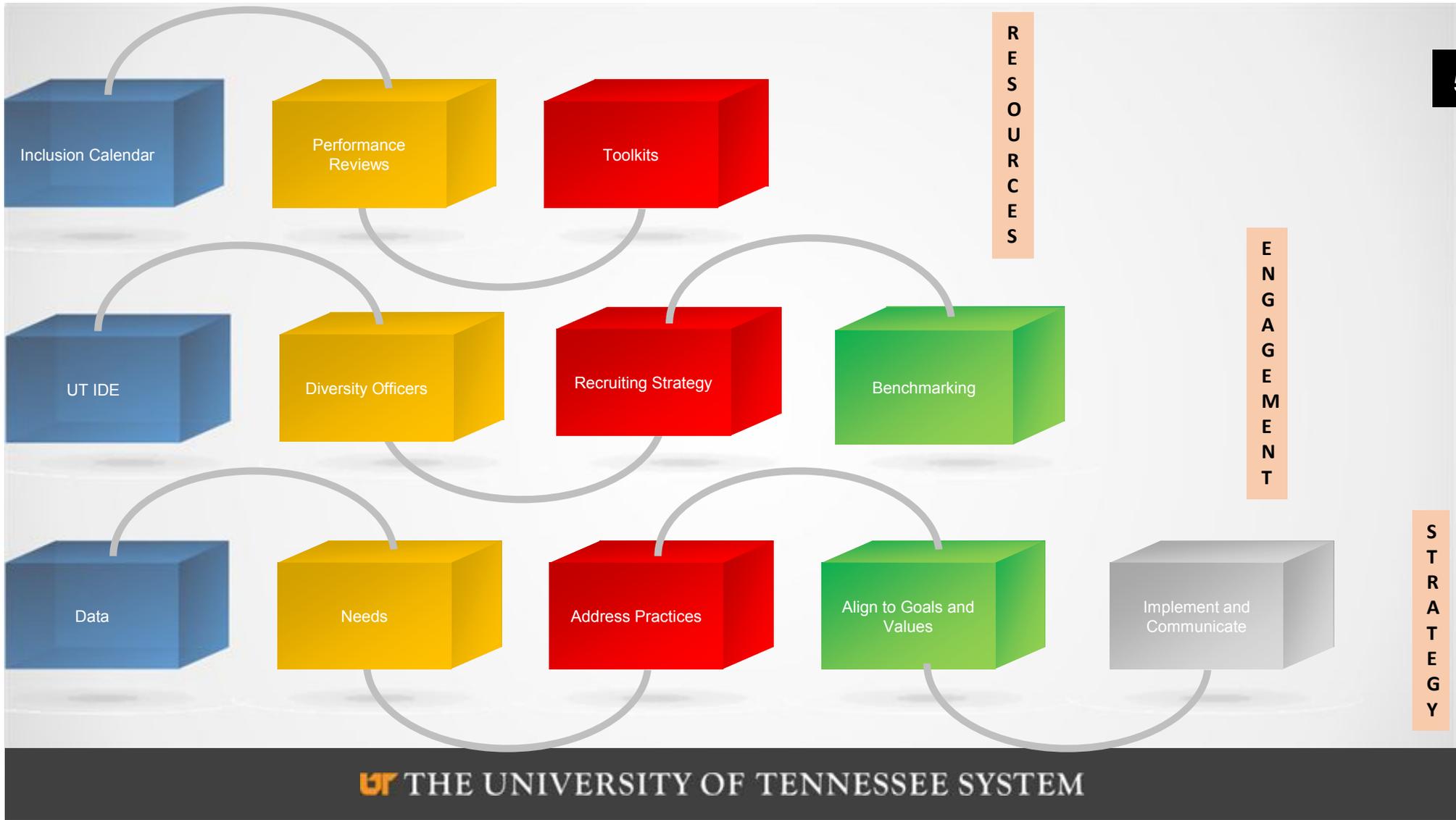


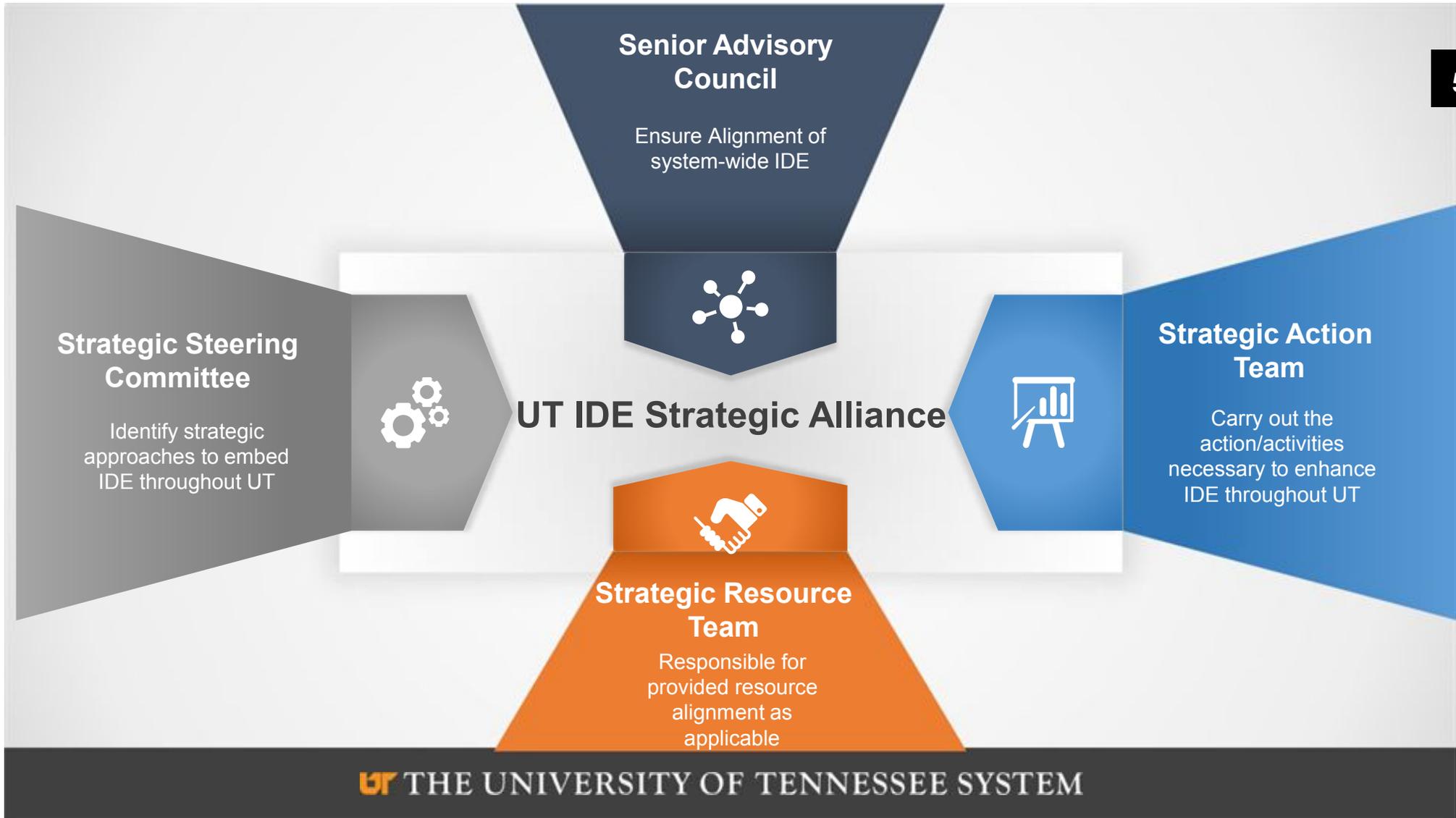
## Students

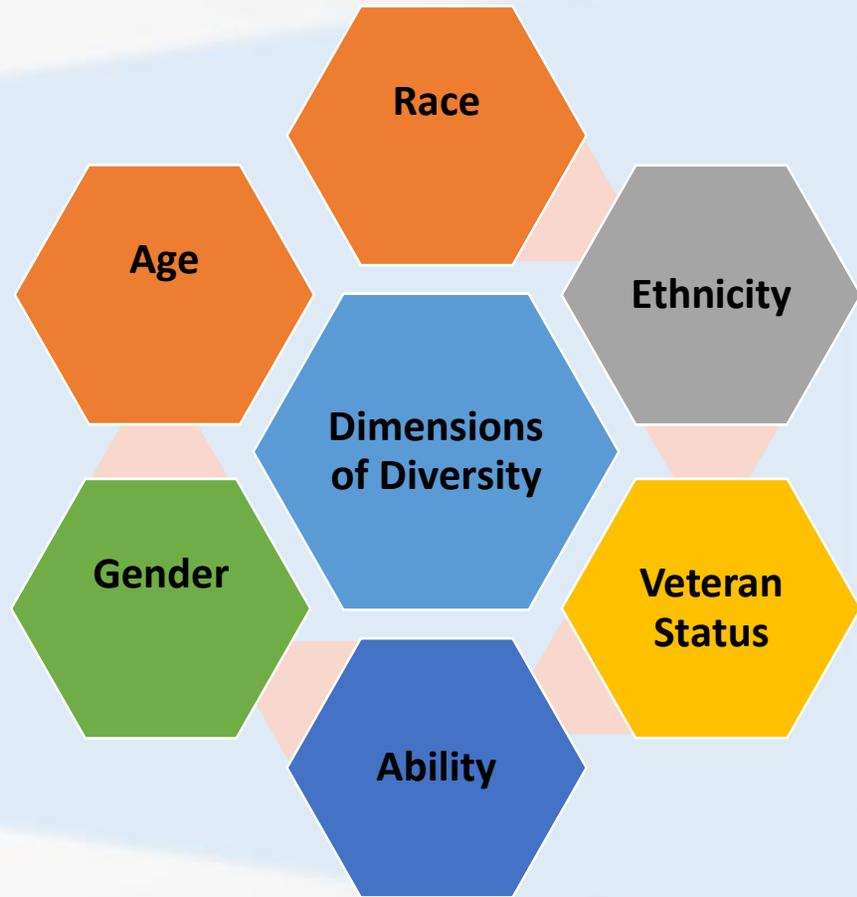
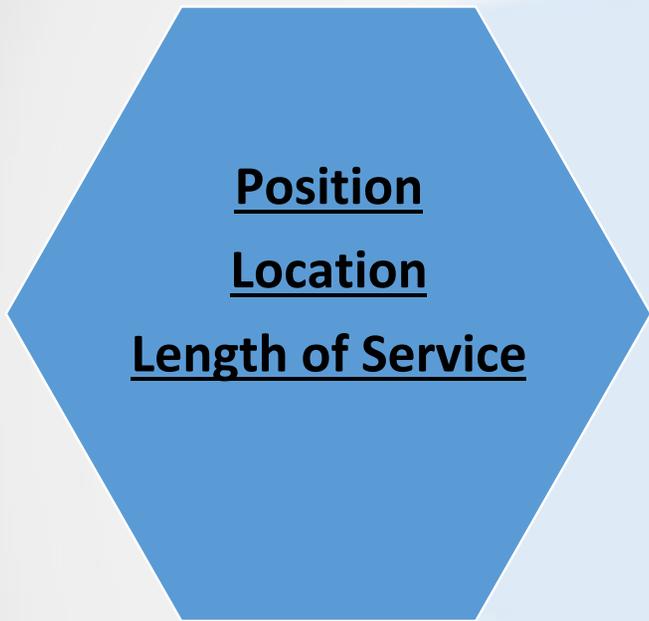
- ✓ Student demographics are changing.
- ✓ Reflection is important to the success of all students.

## Workforce

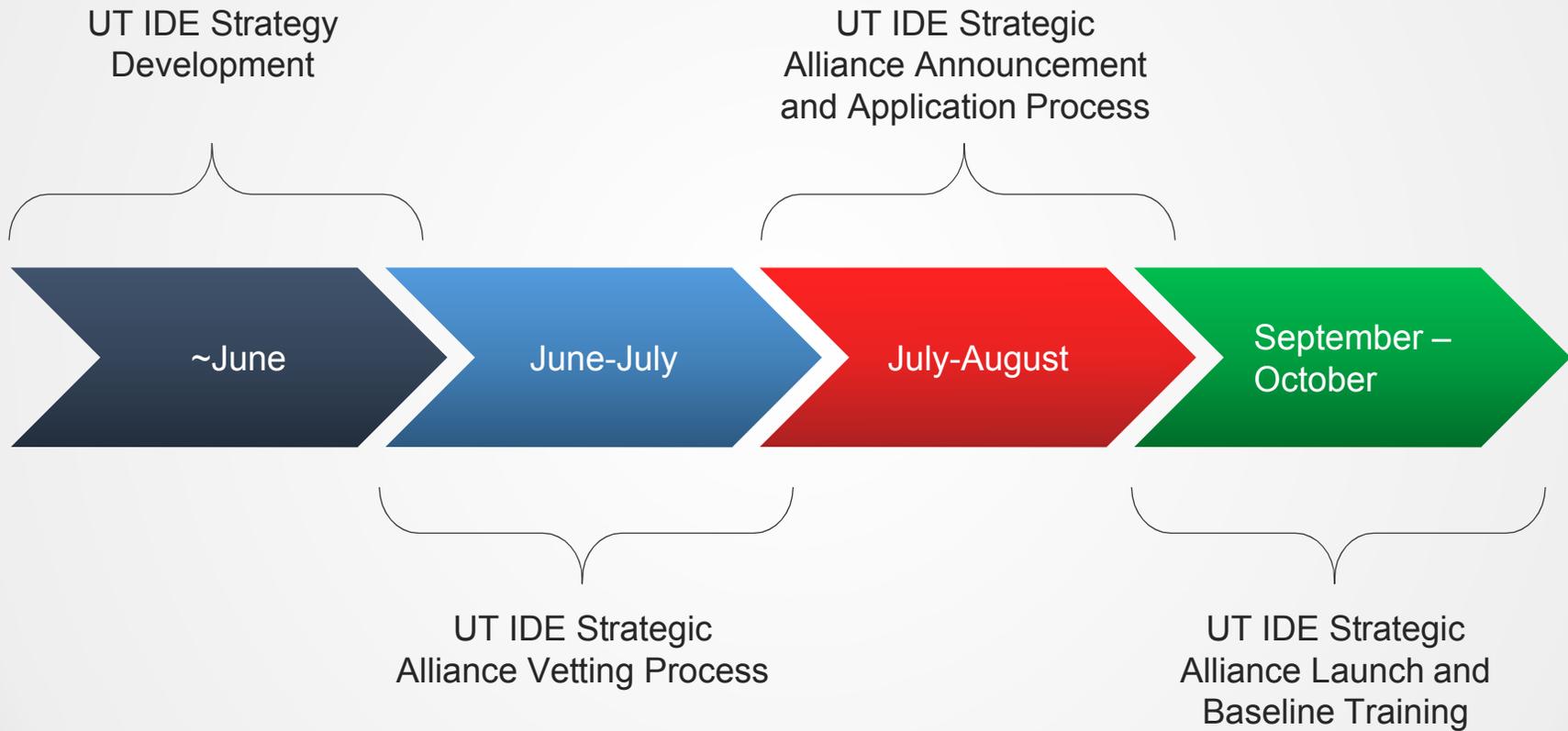
- ✓ Workforce demographics are changing.
- ✓ Diverse teams are more engaged, innovative, and productive.

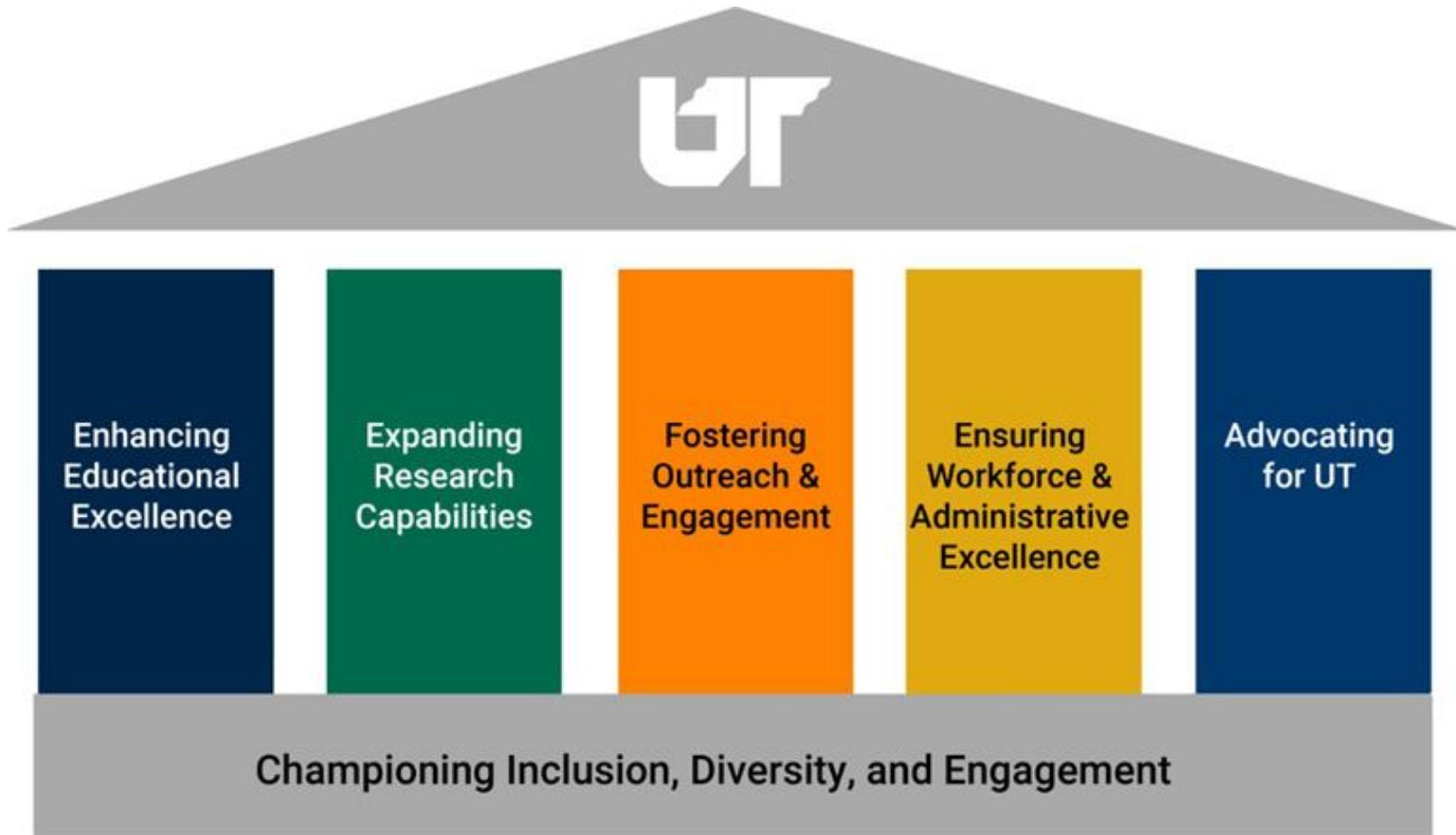






# 2021 5







# UPDATE TO THE UT SYSTEM STRATEGIC PLAN



The most recent iteration of the UT System Strategic Plan (2021-2025) was introduced at the Annual Meeting of the Board of Trustees on June 25, 2021. This report updates the progress made since that meeting.

Throughout 2021, the System strategic planning steering committee and working groups—including members from the campuses and institutes—met to develop ways to build on successes and ensure continuous improvement toward achieving the greatest decade in the history of the University of Tennessee.

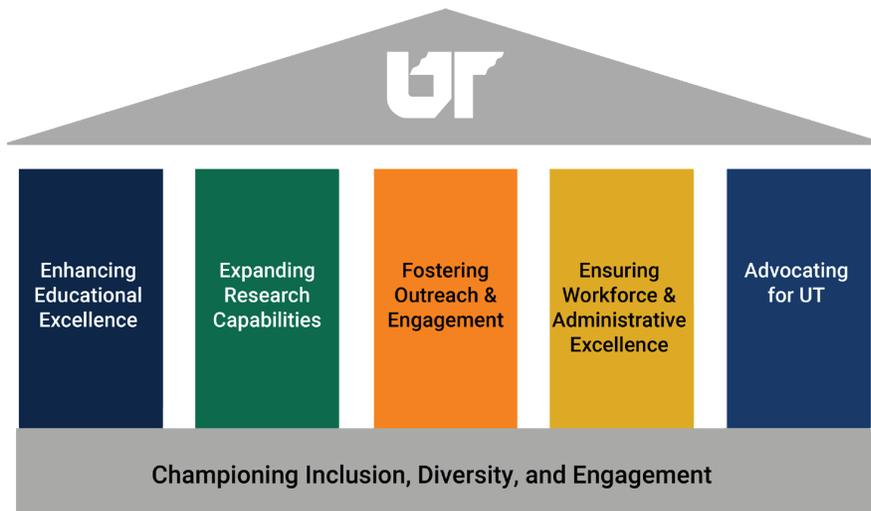


Three key themes have emerged:

1. Expanding UT's reach
2. Solving grand challenges
3. Building an inclusive, diverse, and engaged community

## Strategic Plan Framework

This report provides the goals, objectives, metrics, and example strategies that will guide efforts in each of the plan's five pillars—Enhancing Educational Excellence, Expanding Research Capabilities, Fostering Outreach and Engagement, Ensuring Workforce and Administrative Excellence, and Advocating for UT, all supported by a foundation illustrating that diversity and inclusion are infused throughout.



The framework of overarching pillars remains unchanged from the 2019 refresh of the System plan, with one exception—the framework's foundation was renamed Championing Inclusion, Diversity, and Engagement to reflect the core elements of UT's desired culture.

Other key components of the strategic framework are the UT Mission, Values, and Vision.



### Mission

Serving all Tennesseans and beyond through education, discovery and outreach that enables strong economic, social and environmental well-being.



### Values

- B**old and Impactful
- E**mbrace Diversity
- O**ptimistic and Visionary
- N**imble and Innovative
- E**xcel in All We Do
- U**nited and Connected
- T**ransparent and Trusted

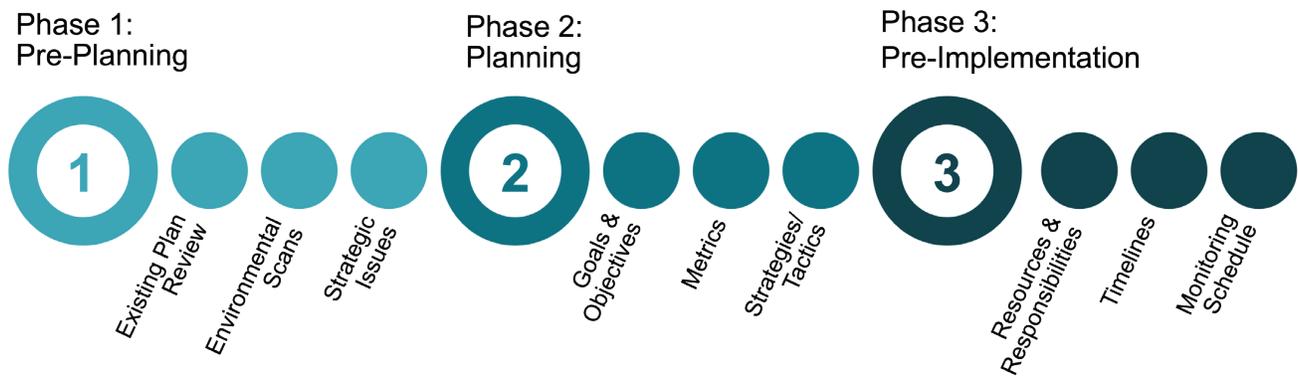


### Vision

Greatest Decade in the History of the University of Tennessee.

## Timeline

The planning process for Year 1 (2021) consists of three phases:



Years 2-5 (2022-2025), implementation and monitoring, will contain the following milestones:

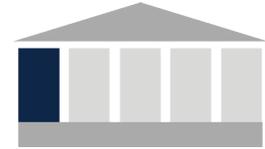
- Monitoring schedule tailored to each objective with results displayed in dashboards.
- Mid-year status reports from Pillar working group leads.
- Annual review of goals, objectives, metrics, with adjustments as needed.
- End-of-plan review and preparation for the next 5-year cycle.

## Relationship to Campus and Institute Planning

The UT System Strategic Plan, along with the values and vision, provides the overall direction for the entire UT System. The direction cascades to the campuses and institutes, which develop their own strategic plans that reflect each entity’s distinctive mission, environment, and stakeholder needs. In addition, the degree-granting campuses are subject to the accreditation requirements of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), which include engaging in a systematic planning and evaluation process that is linked to its budgeting and performance improvement cycles.

Although the campus and institute plans are unique, their goals and objectives are aligned with the pillars of the System strategic plan. In some areas—especially academics and research—the plans are linked even more closely because teaching, learning, research, and scholarly activities occur on the campuses. This intertwining of plans is the reason an integrated approach to planning is undertaken at the System level, requiring participation and input from members of the system-wide community.

## Pillar 1: Enhancing Educational Excellence



### Strategic Goals:

- *Expand UT's educational footprint.*
- *Enhance student success.*
- *Elevate UT's national reputation for educational excellence and academic innovation.*

6

### Goal 1: Expand UT's educational footprint.

**Objective 1:** Increase total enrollment and total degrees awarded.

- **Baselines:**
  - Enrollment: 51,582 UG (AY20)
  - Degrees Awarded: 12,227 (AY20)
- **2025 Targets:**
  - Enrollment: 61,500
  - Degrees Awarded: 15,000
- **Example Programs/Initiatives:** [Campuses to provide]

**Objective 2:** Ensure the demographic of the UT undergraduate student applicant pool matches the demographic of TN high school graduates (gender, minority, Pell-eligible, first-generation, and rural vs urban).

- **Baselines:** TBD
- **2025 Targets:** TBD
- **Example Programs/Initiatives:**
  - **Mosaic Program:** A support program for UTC degree-seeking students with autism.
  - **Pre-Health Scholars Program (PSP):** Administered by the UTHSC Office of Health Career Programs in the Office of Student Affairs and Community Engagement, a program targeting high school students and undergraduates. PSP for high school students provides outreach and programming at high schools throughout Tennessee, focusing on minority, underrepresented, and historically underserved students to inspire them to pursue careers in medicine, health, or other scientific careers. PSP for undergraduate students adopts innovative practices in the recruitment and retention of groups underrepresented in medicine, military veterans, the socioeconomically

disadvantaged, first-generation college graduates, and students from rural areas of Tennessee and contiguous states.

- **Expansion of Flagship Scholarship:** Expanded in fall 2021 to include 8 additional high schools, bringing the total partner Flagship Schools to 38. Students at Flagship Schools are eligible to have their tuition and mandatory fees at UT covered (when combined with the state's HOPE Scholarship) for up to eight semesters. Flagship Schools contribute to UT's access and diversity mission to serve first-generation college students, low socioeconomic, racially diverse communities, and underrepresented student populations.
- **Director of Diversity Recruitment:** UTK's Division of Enrollment Management recently hired its first ever Director of Diversity Recruitment to lead undergraduate recruitment efforts specifically aimed at further recruiting and serving traditionally underrepresented communities. The recruitment team, including two new community-based positions (in Memphis and Nashville), will strengthen relationships with community-based organizations, K-12 educational organizations, and support the development of early college/K-12 pipelines.
- **Next Chapter Program Scholarship:** A partnership with 4-H and UT Institute of Agriculture. Participants in grades 8-12 engage in specialized events, activities, and curriculum focused on career exploration and college readiness. Each UTK admitted student who completes the program will receive an annual \$1500 scholarship for up to 4 years. The Next Chapter Scholar of the Year will receive a full tuition and fee scholarship.

**Goal 1, Objective 2, Example Programs/Initiatives continued.**

- **Distinguished Tennessean Scholarship:** Provides tuition and mandatory fees for one student from each of the 95 counties in Tennessee who embodies the Volunteer spirit.
- **The Orange & White Scholarship:** Rewards in-state students with strong academic records and preparation for college success.
- **Tennessee Connect:** Assists in-state families with an adjusted gross income between \$50,000 and \$70,000.

**Objective 3:** Increase the number of adult learners and international and out-of-state students.

- **Baselines:**
  - Adult learners: 3,334 UG (AY20)
  - International: 521 UG (AY20)
  - Out-of-state: 5,521 UG (AY20)
- **2025 Targets:**
  - Adult learners: 5,000

- International: By 20%
- Out-of-state students: By 20%

- **Example Programs/Initiatives:**

- **Adaptive Technology Training:** Repeatedly used by adult learners, UTC's Disability Resource Center provides support for all students.

**Objective 4:** Increase the number of online degree programs and *Quality Matters* courses.

- **Baselines:**

- Online degree programs: 78 fully online programs (Fall 2021)
- Online *Quality Matters* courses: 121 at UTC (Fall 2021)

- **2025 Targets:**

- Online degree programs: By 20%
- Online *Quality Matters* courses: By 20%

- **Example Programs/Initiatives:** Other campuses to certify courses with *Quality Matters*.

**Goal 2: Enhance student success.**

**Objective 1:** Increase fall-to-fall first-year retention rate to 87.5%.

- **Baseline:** First-year retention: 83.5% (AY20)
- **2025 Target:** 87.5%
- **Example Programs/Initiatives:**
  - **Early Alerts Program:** Launched in fall 2021, this UTC program targets 20 general education courses with high freshmen enrollment. Over 4,200 reports have been received from faculty, and advisor outreach efforts are currently underway to over 600 students who are showing early signs of needing additional support.
  - **Open Academic Coaching:** Additional hours of open academic support for Disability Resource Center students at UTC.
  - **G.U.I.D.E.:** UTC's Gearing Up Individuals Destined for Excellence provides academic and transition support while encouraging student involvement on campus and in the greater community through personal goal setting, leadership training, professional development, and mental & physical health awareness.
  - **The Veteran Peer Mentorship (VPM) Program:** For UTC active-duty service members,

reservists, and veterans. Program services include peer-to-peer support, transition support programs and services, academic college success and case management services, connection to on- and off-campus resources.

- **Scrappy's Cupboard:** Founded to address food insecurity among UTC students.
- **Student Outreach and Support:** The Office of Student Outreach & Support (SOS) at UTC supports students experiencing challenges in their personal and academic lives. SOS staff help students navigate University administrative processes; connect with university and community resources; and develop resiliency, self-advocacy, and coping skills. SOS also educates faculty and staff on how to work with students of concern, including when to make appropriate referrals.
- **Foundations of Excellence:** UTM is working with the John Gardner Institute this year to complete the "Foundations of Excellence" self-study and planning process to develop a more robust and effective first-year experience for UTM students.

**Goal 2 objectives continued.**

**Objective 2:** Increase 4-year and 6-year graduation rates.

- **Baselines:**
  - 4 year: 39% (AY20)
  - 6 year: 62.9% (AY20)
- **2025 Targets:**
  - 4 year: 43.5%
  - 6 year: 70.5%
- **Example Programs/Initiatives:**
  - **Peer Academic Coaching (PAC):** A UTC program launched in fall 2021 that provides additional academic support for students beyond the traditional subject-specific tutoring and supplemental instruction offered. The peer coaches provide students with broad based support in foundational academic success skills, such as time management, study strategies, navigating technology, and connecting to campus resources, while also fostering peer-to-peer connections.
  - **Other Student Success Initiatives:** The following UTC strategies described above for increasing retention are equally applicable to increasing graduation rates: Disability Resource Center Open Academic Coaching, G.U.I.D.E., Veteran Peer Mentorship Program, Scrappy's Cupboard, and the Office of Student Outreach and Support.
  - **RISE:** Begun fall 2021, the UTM RISE program provides underrepresented students with connected classes, one-on-one mentoring, peer support, leadership opportunities as well as co-curricular activities to create a network of resources and community. Mentors participating in the Skyhawk RISE Program are trained in implicit bias, diversity, equity, inclusion, belonging, and other areas of cultural contingencies.
  - **Foundations of Excellence:** UTM is working with the John Gardner Institute this year to complete the "Foundations of Excellence" self-study and planning process to develop a more robust and effective first-year experience for UTM students.

**Objective 3:** Eliminate achievement gaps in first-year retention and graduation rates for historically underserved students (gender, minority\*, Pell-eligible, first-generation, and rural vs urban).

- **Baselines for first-year retention:**
  - Male vs Female: 82.8% Male vs 84.0% Female (AY20)
  - Minority\* vs White: 84.5% Minority vs 84.9% White (AY20)
  - Pell eligible vs Non-Pell eligible: 72.5% Pell vs 88.2% Non-Pell (AY20)
  - First-gen vs Non-first gen: TBD
  - Rural vs urban: TBD
- **Baselines for 4-yr graduation rates:** TBD
- **Baselines for 6-yr retention:**
  - Male vs Female: 61.2% Male vs 65.8% Female (AY20)
  - Minority\* vs White: 56.9% Minority vs 64.2% White (AY20)
  - Pell eligible vs Non-Pell eligible: 53.1% Pell vs 68.0% Non-Pell (AY20)
  - First-gen vs Non-first gen: TBD
  - Rural vs urban: TBD
- **2025 Targets:** Substantial reduction of achievement gaps between students in all categories.
- **Example Programs/Initiatives:**
  - **Moc Up:** A signature summer transition program offered for UTC students from historically underserved backgrounds that fosters a sense of belonging through building connections with peers, establishing a success network, and learning critical skills for the college transition. The summer 2021 session was dedicated to local students enrolling from our community high schools serving high proportions of first-generation and low-income students in partnership with a local non-profit organization, the Public Education Foundation.

Continued on next page >

\*UT System 1-Year Retention and 6-Year Grad Rates by Race/Ethnicity provided in chart on pg. 7.

**Goal 2, Objective 3, Example Programs/Initiatives continued.**

- **Center for Wellbeing (CWB):** Supports those who have been trained as Recovery Allies with the Tennessee Collegiate Recovery Initiative. Recovery Allies are trained in the unique needs of students in recovery and will provide support for students on UTC's campus who need resources when they struggle with a substance use disorder. The goal is to create an environment where students seeking recovery are accepted unconditionally by their peers and are supported in their quest to live a life in which they understand what is needed to achieve sustainable, long-term recovery.
- **Other Student Success Initiatives:** Several of the UTC strategies previously discussed with regard to retention and graduation include: the Mosaic Program, G.U.I.D.E., the Veteran Peer Mentorship Program, and Scrappy's Cupboard.
- **#TakeCare:** An initiative that brings together campus services such as counseling, tutoring, academic support, student engagement, student activities, and leadership opportunities to provide a holistic approach to supporting overall student wellness and academic success. Presented as a collaboration between the UTHSC Office of Student Academic Support Services and Inclusion and the Office of Student Affairs and Community Engagement, #TakeCare offers on-campus student events to enhance a sense of community and belonging, academic supports and intervention to support success and provides resources for connecting students to a wide array of campus services.
- **Volunteer Experience for Every Student:** A key concept in UTK's strategic vision is to create the Volunteer Experience for every student. The foundation for that experience is a campus environment that values and nurtures each student's well-being. Contemporary research in higher education highlights student well-being as a core condition for academic and career success. The Volunteer Experience will include direct student engagement, academic integration, and transformation of the student experience.
- **UT Success Academy:** To enhance the student experience for men of color, UTK launched the UT Success Academy. The academy is a new approach to maximizing first-year Black and Latinx men's transition to the Volunteer community and developing their strengths and potential through an innovative four-year customized infrastructure, experiential learning, community building, and transformative experiences, both on and off campus.
- **First-Generation Students:** In fall 2022, UTK will launch the First-Generation Tennessee (FGT) initiative as a network that links first-generation scholars with faculty and staff who identify as first-generation college scholars or advocates. The program will organize networking events and social receptions. Additionally, UTK has reimagined the UT Lead, an academic learning community, for first-generation first-year students.
- **Veterans Success Institute:** UTK loses the most student veterans during the first-to-second-year transition. To help ease their college life adjustment and build a foundation for academic success, the campus proposes the Veterans Success Institute (VSI) for first-year students. VSI participants will have access to a veteran's academic coach and interactive workshops, receive tips and advice on starting their college experiences, and enjoy social activities with other student veterans.
- **Establishment of Student Success Positions:** Using funds from a Title III grant, UTS hired a student success director and a director of distance/on-line learning. The student success director will coordinate all efforts on student success, with a focus on working with students in underserved and at-risk populations, including: interventions for students needing assistance, case management of students in academic distress, developing and delivering workshops on topics relevant to student success and retention, and collecting and analyzing retention and performance data to determine areas of student need and develop resources to address those needs. The director of distance learning will provide training for faculty, staff, and students; support students who have serious issues with access in their home communities; and offer one-to-one training and direction regarding on-line delivery of instruction.

**Goal 2, Objective 3 continued.**

UT System 1-Year Retention and 6-Year Grad Rates by Race/Ethnicity

**1-Year Retention Fall 2019 to Fall 2020 (AY20)**

	<u>Race/Ethnicity</u>	<u>1-Yr Ret Rate</u>
	Black	80.1%
	Hispanic	80.9%
	Native_Amer	100.0%
	Multiracial	84.4%
<b>URM</b>	<b>Underrepresented</b>	<b>81.4%</b>
	Asian	92.5%
<b>Minority</b>	<b>Underrep+Asian</b>	<b>83.2%</b>
	White	83.5%
	Unknown	85.2%
	Foreign	65.1%
<b>Non-URM</b>	<b>White+Ukn+For.</b>	<b>83.4%</b>
	<b>Total</b>	<b>83.4%</b>

**6-Year Graduation Rates Fall 2014 to Fall 2020 (AY20)**

	<u>Race/Ethnicity</u>	<u>6-Yr Grad Rate</u>
	Black	53.6%
	Hispanic	56.7%
	Native_Amer	57.1%
	Multiracial	54.8%
<b>URM</b>	<b>Underrepresented</b>	<b>54.6%</b>
	Asian	71.7%
<b>Minority</b>	<b>Underrep+Asian</b>	<b>56.9%</b>
	White	64.2%
	Unknown	72.1%
	Foreign	55.4%
<b>Non-URM</b>	<b>White+Ukn+For.</b>	<b>64.2%</b>
	<b>Total</b>	<b>62.9%</b>

**Objective 4:** Increase the percentage of students participating in designated High Impact Practices (HIP).

- **Baseline:** TBD
- **2025 Target:** 50%

- **Example Programs/Initiatives:** [Campuses to provide HIPs to be tracked AND examples of how to increase participation in such practices.]

**Objective 5:** UT students across the system feel a sense of mattering and belonging.

- **Baseline:** TBD from Student Experience Survey
- **2025 Target:** TBD
- **Example Programs/Initiatives:**
  - **DRC Cultural Space:** Open space similar to Multicultural Centers, Women’s Centers, and Veteran Student Service Centers, the UTC Diversity Resource Center’s Cultural Space allows for people with similar experiences to have a space where they can feel like they belong.
  - **Women’s Leadership Academy:** UTC’s annual academy is based in principles of feminist leadership.
  - **Student and Family Engagement:** The Office of Student and Family Engagement promotes campus involvement as an integral part of the university experience through inclusive opportunities that contribute to the vibrancy of campus life. It connects, enhances, and supports the experience of students, parents, and guardians while at the University of Tennessee at Chattanooga.

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**Goal 3: Elevate UT’s national reputation for educational excellence and academic innovation.**

**Objective 1:** Increase graduate and professional enrollment and the number of graduate and professional degrees awarded.

- **Baselines:**
  - Graduate and professional enrollment: 10,993 (AY20)
  - Graduate and professional degrees awarded: 3,655 (AY20)

- **2025 Targets:**
  - Graduate and professional enrollment: 11,600
  - Graduate and professional degrees awarded: 4,000
- **Example Programs/Initiatives:** [Campuses to provide.]

**Goal 3 objectives continued.**

**Objective 2:** Establish micro-credentialing/stackable credentialing opportunities for undergraduates at *all* UT campuses.

- **Baselines:** TBD
- **2025 Targets:** All UT undergraduate campuses.
- **Example Programs/Initiatives:** [Campuses to provide.]

**Objective 3:** Establish one new, creative, and innovative program/initiative at each UT campus to enhance student success and/or retention; promote access and affordability; and/or contribute to student mattering and belonging.

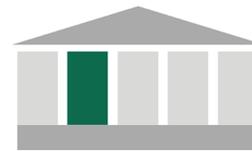
- **Baseline:** NA. New initiative.
- **2025 Target:** Each UT campus will have implemented at least one such program/initiative.
- **Example Programs/Initiatives:**
  - **Mind the Gap:** A virtual mini-conference, hosted by the UTC Center for Career and Leadership Development, focusing on career and professional development themes, ranging from learning how a major becomes a career to establishing a professional identity.
  - **Success Program for UTS Students in Academic Distress:** Bi-weekly meetings for students in academic distress covering such issues as procrastination, note-taking, self-reflection, grit/perseverance, and the use of services, such as the UTS Student Resource Center and off-campus mentors.
  - **UTM RISE:** will provide underrepresented students with connected classes, one-on-one mentoring, peer support, leadership opportunities and co-curricular activities.

- **#TakeCare:** initiative at UTHSC will bring together campus services such as counseling, tutoring, academic support, student engagement, student activities, and leadership opportunities to provide a holistic approach to supporting overall student wellness and academic success.
- **Volunteer Experience for Every Student:** Based on research showing well-being is a core condition for academic and career success, the UTK Volunteer Experience will include direct student engagement, academic integration, and transformation of the student experience.

**Objective 4:** Increase the number of students and faculty awarded national fellowships.

- **Baselines:** TBD
- **2025 Target:** TBD
- **Example Programs/Initiatives:** [Campuses to provide fellowships to be tracked and examples of how to increase the number of awards.]

## Pillar 2: Expanding Research Capabilities



### Strategic Goals:

- *Elevate UT's global reputation in discovery and innovation.*
- *Increase participation of demographically diverse faculty, staff, and students in research.*
- *Expand the impact of UT's research on the lives of Tennesseans and beyond.*

### Goal 1: Elevate UT's global reputation in discovery and innovation.

**Objective 1:** Increase annual total research expenditures to \$600M.

- **Baseline:** \$431M in annual total research expenditures (FY20)
- **2025 Target:** \$600M
- **Example Strategies:**
  - Bolster seed programs that promote collaboration and program development system-wide.
  - Recruit more faculty in strategic/priority areas, both tenure and non-tenure-track positions.
  - Invest in interdisciplinary, translational research projects that are poised to be highly competitive for major extramural funding.

- Continue to modernize research infrastructure and equipment to make our faculty more competitive in seeking extramural funding.
- Provide financial incentives to faculty who are exceptional in garnering extramural grants (pilot program underway).
- Support research development programs including grant-writing assistance, match-making efforts, and team development initiatives to enable faculty to pursue bigger grants.

### Goal 2: Increase participation of demographically diverse faculty, staff, and students in research.

**Objective 2:** Increase the number of UT faculty, postdocs, graduate and undergraduate students participating in research activities (paid from research accounts, assumes 100% tenure and tenure track faculty).

- **Baselines:**
  - Faculty: 2,764
  - Postdocs: 3,687
  - Graduate students: 1,887
  - Undergraduates: 1,283
- **2025 Targets:**
  - Faculty: Increase by 10%
  - Postdocs: Increase by 25%

- Graduate students: Increase by 25%
- Undergraduates: Increase by 25%
- **Example Strategies:**
  - Increase the number of research faculty hires and promote release time for tenure and tenure-track faculty for research.
  - Pursue specific funding opportunities to engage students in research (i.e. NSF REU programs).
  - Develop strategic partnerships to support the growth of student and postdocs engaged in collaborative research.

**Goal 2 objectives continued.**

**Objective 3:** Increase the participation of diverse faculty, postdocs, graduate and undergraduate students in research. (Diverse are those that identify as American Indian, Alaskan Native, Black, African American, Hispanic, Latino, Multiracial, or unknown. Participation in research includes those paid from research accounts and assumes 100% participation from tenure and tenure-track faculty.)

- **Baselines:**
  - Faculty: 7.9% tenured faculty, 14.1% tenure-track, 10.8% non-tenure track faculty
  - Postdocs: 62%
  - Graduate students: 11.4%
  - Undergraduates: 12.2%
- **2025 Target:** Progressively increase the number of diverse tenured, tenure-track, and non-tenure track faculty; postdocs; graduate students, and undergraduate students that participate in research.

• **Example Strategies:**

- Attract more underrepresented faculty, staff and students through strategic partnerships with K-12, HBCUs, and industry.
- Participate in programs offered by federal agencies designed to prepare underrepresented minority senior postdocs and junior faculty for careers in their chosen fields (e.g., NIH PRIDE, USDA REU/REEU).
- Identify, promote, and support external (NSF, NIH, USDA, etc.) funding opportunities to support faculty, staff, and administrators from historically underrepresented populations.
- Provide research development/seed opportunities for faculty and postdoctoral fellows from underrepresented groups.
- Identify and communicate funding opportunities for programs that support diverse undergraduate and graduate enrollment.
- Establish graduate assistantships/scholarships specially designed for attracting minority graduate students.

**Goal 3: Expand the impact of UT's research on the lives of Tennesseans and beyond.**

**Objective 4:** By 2025, increase commercial licenses for UT technologies by 50%.

- **Baseline:** 43 commercial licenses (FY20)
- **2025 Target:** 65
- **Example Strategies:**
  - Continue to support an entrepreneurial environment, including:
    - LEADS (Launching Entrepreneurial Activities and Discovery in Science) seminars.
    - Develop maker spaces and/or innovation labs for Faculty, Staff and Student Spinoffs based on competitive applications.

- Support strategic industry partnerships to further promote the development and translation of research into commercial products and services.
- Explore the incorporation of commercialization in the tenure and promotion metrics for faculty.

## Pillar 3: Fostering Outreach and Engagement



### Strategic Goals:

- *UT transforms grand challenges facing Tennessee communities and industries.*
- *Tennesseans seek UT first for help in solving issues facing their communities and industries.*
- *Tennesseans are connected members of the UT family (from early youth to senior years).*

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### Goal 1: UT transforms grand challenges facing Tennessee communities and industries.

**Objective 1:** By 2025, UT transforms three of our state's grand challenges into strengths and increases Tennessee's rank into the top 50% of US states.

- **Baseline:** TBD after grand challenges selected; grand challenges identified from a state-wide needs assessment in 2022.
- **Action Steps & Target Dates:**
  - Develop an outreach and engagement system-wide council to foster implementation of outreach and engagement goals; include external members to ensure co-creation with communities/industries.
    - Formation and initiation of outreach and engagement council by November 2021 to focus on goals/objectives/action steps.
  - Engage a core group of needs assessment and policy experts to lead needs assessment development to determine appropriate grand challenges of focus.
    - Identification of needs assessment team by end of December 2021.
    - Needs assessment results available on or before July 2022.
- Define selection criteria for grand challenges to be addressed.
  - Define criteria by end of December 2021.
- Once grand challenges of focus are determined, develop system-wide communications and integration across mission areas with campus leadership.
  - Planning complete and integration launched by end of December 2022.
- Determine indicators of economic strength and the health and well-being of Tennesseans (build dashboard) to assess impacts on grand challenges.
  - Indicators and dashboard developed by end of December 2022.

## Pillar 3: Fostering Outreach and Engagement

**Goal 2: Tennesseans seek UT first for help in solving issues facing their communities and industries.**

**Objective 2:** By 2025, the number of Tennesseans engaging with UT and seeking help will increase by 25%, including an increase in underrepresented community members. By 2025, Tennesseans will be able to describe one or more system-wide accomplishments of UT.

- **Baseline:** 4,471,764 UT Extension, IPS, and AgResearch contacts (FY20).
- **2025 Target:** 5.6M contacts representative of Tennessee's demographics
- **Example Strategies:**
  - Establish baseline of awareness, obstacles/challenges, set goals, and subsequent evaluation in 3-5 years.
- Determine data sources available across campuses, demographic data disaggregated to determine how well we are engaging diverse Tennesseans.
- Define engagements/contacts.
- Develop a strategic awareness and marketing campaign aimed at communicating the breadth of UT impacts.
- Identify at least one location in every county to have an "Everywhere you look, UT" mural.
- Develop a communications sharing platform across campuses and institutes.
- Assess awareness of Tennesseans of UT impacts and adjust action steps as needed.

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**Goal 3: Tennesseans are connected members of the UT family (from early youth to senior years).**

**Objective 3:** By 2025, UT connects 60% of Tennesseans with life stage specific/age-appropriate engagement opportunities.

- **Baseline:** Estimated 25% of Tennesseans based on UT Presence and US Census (2020)
- **2025 Target:** 60% of Tennesseans
- **Example Strategies:**
  - Form system-wide outreach and engagement council to foster accomplishment of goals.
  - Build a system-wide CRM (customer relationship management system) by 2025 that communicates with campus-based systems:
    - Assess and identify common metrics/data across CRM platforms.
    - Build a common linkage between systems to allow for a single sustained "UT ID" while maintaining unit-specific (i.e. campus, institute, alumni) recognition and engagement.
- Ensure our programs are inclusive of the diverse communities across Tennessee:
  - Deepen our connections with school systems to expand programming with diverse youth.
  - Broaden communications strategies to expand reach of programs.
- Life-long learning pathways:
  - By 2025, create at least 3 innovative multi-institutional partnerships with business, industry, and/or other higher education institutions to provide workforce training.
  - By 2025, retool coursework to build at least 3-5 academic programs focused on credentialing requirements of business/industry.
  - By 2025, all relevant programs (IPS, Extension, and others) offering stackable credentials will partner with academic programs across UT to identify and refine these programs so they can lead to academic credits.

## Pillar 4: Ensuring Workforce and Administrative Excellence



### Strategic Goals:

- *Our workforce reflects a diverse and engaged population representing the varied dimensions of diversity.*
- *Recognized as an “Employer of Choice”/”Best Place to Work.”*
- *UT continuously and collaboratively improves the efficiency and effectiveness of its administrative processes.*

6

### Goal 1: Our workforce reflects a diverse and engaged population representing the varied dimensions of diversity.

**Objective 1a:** By 2025, members of the UT workforce, representing the varied dimensions of diversity, express a high degree of engagement and job satisfaction.

- **Baseline:** Surveys conducted in September 2021
- **2025 Target:** The level of engagement and job satisfaction as measured by the McLean and COACHE surveys will have appreciably increased.
- **Example Strategies:**
  - McLean engagement survey for staff systemwide.
  - COACHE pulse survey for faculty at UTC, UTM, UTS, UTIA, UTSI, and UTHSC. (UTK has used the COACHE faculty job satisfaction survey for several years and will continue its use; the contract is being amended to include other UT campuses).
  - Dashboard on HR websites.

**Objective 1b:** By 2025, the minority composition of UT’s workforce will increase so that UT will be a leader among its peers.

- **Baseline:** Fall 2019 Peer Minority Comparison
  - UTK: below Peers (faculty and staff)
  - UTC: below Peers (faculty)
  - UTM: below Peers (faculty and staff)
  - UTHSC: above Peers (faculty and staff)
- **2025 Target:** The minority composition of the UT workforce in both faculty and staff categories will have substantially increased.
- **Example Strategies:**
  - UT IDE Strategic Alliance (an advisory council and 3 committees comprised of representatives of each campus and institute).

### Goal 2: Recognized as an “Employer of Choice”/”Best Place to Work.”

**Objective 2:** By 2025, all campuses and institutes are recognized as a preferred place to work.

- **Baseline:** 3 institutions have received one or more recognitions including existing employee engagement measures (2020); plan to administer a system-wide survey in Spring 2022
- **2025 Target:** The UT System is recognized as

a “great place to work” as determined by an external entity, potentially one that grants a certification that can be used in communications, on websites, and in job advertisements.

- **Example Strategies:**
  - Administer a system-wide survey, such as the Trust Index Survey administered by Great Place to Work Institute, Inc.

*Pillar 4: Ensuring Workforce and Administrative Excellence****Goal 3: UT continuously and collaboratively improves the efficiency and effectiveness of its administrative processes.***

**Objective 3:** By 2025, streamline and standardize core administrative processes for employees to accomplish work more effectively.

- **Baseline:** Potential business process areas of opportunity as identified in the August 2021 Accenture report (12 finance, 7 human resources, and 4 cross-functional). Other opportunities will become apparent as UT implements the new ERP system.
- **2025 Target:** The DASH project team, in coordination with the DASH Executive and Steering Committees, will identify and track the number of improvements made to core administrative processes and detail benefits. Both quantitative (e.g., number of ancillary systems retired) and qualitative (e.g., satisfaction surveys/focus groups) will be used to measure results.

**• Example Strategies:**

- Standardization of policies and processes.
- Consolidation of processes.
- Consolidation/reduction/standardization of ancillary systems.
- Standardized roles and responsibilities.
- Reduction of administrative burden through self-service, dashboards, end-user portals.
- Improved reporting and analytic capabilities.

6

## Pillar 5: Advocating for UT



### Strategic Goals:

- *Elevate public understanding of UT's value to the state, nation, and world.*
- *Increase engagement and participation of diverse advocates, donors, and alumni to advance the UT System.*
- *Increase state and federal support of UT as the state's higher education leader and solver of grand challenges.*

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### Goal 1: Elevate public understanding of UT's value to the state, nation, and world.

**Objective 1:** 85% of Tennesseans can identify one or more system-wide impacts of UT in their life.

- **Baseline:** 66% agreed that research, outreach, and other programs conducted at UT make a difference in their life (2018 survey)
- **2025 Target:** 85% agree that research, outreach, and other programs conducted at UT make a difference in their life (2025 survey).
- **Example Strategies:**
  - Identify and tell stories across the System that tell the story of UT's impact on the lives of Tennesseans through multiple channels.
  - Develop social media campaigns around areas of impact.
  - Enhance UT's outreach in communities through Extension by providing information on various areas of UT, including academic information, for distribution to the public.
  - Work with IPS agencies to get information out in local communities about UT's impact on Tennesseans.

**Objective 2:** Visible UT presence in all 95 counties by 2030.

- **Baseline:** 19 murals (as of August 2021)
- **2025 Targets:** 50 murals across the state by December 2025
- **Example Tactics:**
  - Murals painted in at least 50 counties across the state.

**Objective 3:** System-wide communications and marketing campaign that showcases how UT is addressing grand challenges.

- **Baseline:** NA. New initiative.
- **2025 Target:** Active participation by all campuses and institutes in identifying, sharing, and amplifying stories of impact identified in Goal 3.
- **Example Strategies:**
  - System-wide collaboration to tell the UT story
  - Work with campuses and institutes to create and execute content calendar to identify and share stories in key areas.
  - Active participation by all campuses and institutes to utilize #EverywhereUT to amplify stories of impact identified in Goal 3.
  - Advertise via webpages and billboards—system-wide story.
  - Outline problems and how we are contributing to solutions where national groups are looking to UT.

**Goal 2: Increase engagement and participation of diverse advocates, donors, and alumni to advance the UT System.**

**Objective 4:** Expand the number of donors and generate an increase in the amount of total private support over the five-year period.

- **Baseline:** 67,300 donors and \$196 million (FY20)
- **2025 Target:** 75,000 donors and \$1.25 billion (\$250,000 million per year).
- **Example Strategies:**
  - Major fundraising campaigns will be launched or ongoing on 3 UT campuses.
  - Enhanced use of data analytics and business intelligence to identify new annual and major gift prospects.
  - Continuation and expansion of “Days of Giving” across all campuses.

**Objective 5:** Increase the number of engaged alumni.

- **Baseline:** 222,230 (FY20)
- **2025 Targets:** 275,000
- **Example Tactics:**
  - Engage alumni in discussions and work on addressing TN’s grand challenges.
  - Expand the use of social media in engaging alumni.
  - Growth in online engagement as well as the expanded use of virtual events and other technologies to deliver programming.

**Objective 6:** Build advocacy network to 10,000.

- **Baseline:** FY20 6,905, FY21 7,524.
- **2025 Target:** 10,000.
- **Example Strategies:**
  - Target key volunteer leaders and board members for participation in the Advocacy Network.
  - Use data analytics and business intelligence to identify alumni with legislative interests and conduct target marketing to this audience.

- Cross reference the number of alumni by county with the number of advocates by county to identify areas with high alumni population and low participation in the Advocacy Network.
- Host regular webinars for members of the Advocacy Network to keep them engaged and to grow the network via referrals.

**Objective 7:** Identify and proactively engage system-wide volunteer leadership groups that represent every grand division, campus and institute, as well as urban, rural, and suburban regions.

- **Baseline:** New initiative. Plan to begin collecting data in January 2022.
- **2025 Target:** Expand the participation of volunteer leadership groups to ensure over a 5-year span, each group has had representatives from every grand division, campus and institute, as well as urban, rural, and suburban regions.
- **Example Strategies:**
  - Work with campus and central alumni staff to identify and recruit alumni from all campuses and divisions that are underrepresented.
  - Conduct an alumni engagement survey designed to identify new volunteer leaders.
  - Host targeted events in partnership with campus alumni teams to drive alumni engagement within the underrepresented groups.

**Goal 3: Increase state and federal support of UT as the state's higher education leader and solver of grand challenges.**

**Objective 8:** Achieve 100% of our legislative agenda as the state's higher education leader and solver of grand challenges.

- **Baseline:** 100% (FY21)
- **2025 Target:** 100% passage of agenda each year until 2025.
- **Example Strategies:**
  - Regular updates to key legislators that keeps UT's opportunities, needs, and successes top of mind.
  - Develop legislative champions to advance University priorities.
  - Align University priorities with state needs.
  - Conduct proactive, year-round engagement of key legislators, Governor/Governor's Staff, and members of the Executive Branch.

**Objective 9:** Develop a comprehensive government relations policy and training for UT employees to protect UT's voice on legislative issues.

- **Baselines:**
  - Policy: Existing policy that needs revisions to provide greater clarity for UT employees.
  - Training: New initiative, will begin tracking the following:
    - Percentage of UT executive-level cabinets trained in revised policy upon its completion,
    - Number of instances of unauthorized statements/interactions with covered government officials to measure improvement (estimated FY21 baseline of unauthorized interactions with covered government officials: medium frequency).  
*Ranges of unauthorized interactions:*  

<i>Low frequency</i>	<i>0-4 occurrences</i>
<i>Medium frequency</i>	<i>5-15 occurrences</i>
<i>High frequency</i>	<i>16-20 occurrences</i>
- **2025 Targets:**
  - Policy: Complete significant revisions to existing policy by spring of 2022; revised policy enacted by 2025.

- Training: 100% of executive-level cabinets trained at UT campuses and institutes by 2025; achieve low frequency of unauthorized activity on behalf of University by 2025.

• **Example Strategies:**

- Complete significant policy revisions to provide greater clarity for UT employees on contact with covered government officials.
- Conduct training session for President/Chancellors'/Institute Heads' cabinets.
- Include GR&A policy training in new employee orientation.
- Develop and distribute annual policy compliance reminder.
- Track instances of unauthorized activity.

**Objective 10:** Strengthen UT relationships with state agencies and entities, resulting in new partnerships benefitting the University and the state.

- **Baseline:** New initiative that began mid-way through FY20-21 with 4 new partnerships created and \$640,396 in partnership funds secured.
- **2025 Target:** Annually meet with leadership of 100% of state agencies; 5 partnerships facilitated by the Office of Government Relations and Advocacy each year until 2025; create trend of increased funding from new and continuing partnerships benefitting the University and state.
- **Example Strategies:**
  - Meet with state agency leadership on a regular basis to discern needs UT may fill.
  - Promote and position UT's experts to serve on agency board/commissions, legislative task forces, and state working groups.
  - Build legislative champions that will advance UT's partnership targets and position UT as the state's solver of grand challenges.
  - Create strategic opportunities to brief the General Assembly, state agencies, and other entities on UT's work and accomplishments.

**Goal 3 continued.**

**Objective 11:** Increase engagement and visibility of UT among federal government partners to build trust in UT's capacity to address grand challenges.

- **Baseline:** 12 opportunities created to engage UT leaders with federal officials and/or audiences in FY20-21
- **2025 Target:** Triple GR&A-initiated engagement opportunities with federal officials by 2025.
- **Example Strategies:**
  - Develop opportunities for UT experts to provide testimony or expertise to federal policymakers, staff, or key administration officials.
  - Develop and execute advocacy strategies to support the Office of Research in securing funds for designated UT program objectives through congressional budget initiatives.
  - Provide intelligence and information on federal budgets and agency interests to assist UT's strategic program planning.
  - Create opportunities to host members, staff, and other key government officials on campuses to build affinity for UT priorities.
  - Conduct regular, strategic visits to Washington, utilizing UT leadership to create new opportunities for partnership and engagement.

# APPENDIX: PLANNING TEAM



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## Steering Committee

<b>Randy Boyd</b>	UT President	Chair
<b>Ashley Stokes</b>	UT Extension Dean and Professor	Fostering Outreach and Engagement Working Group Co-Lead
<b>Brian Dickens</b>	Chief Human Resources Officer	Steering Committee Member
<b>Carey Whitworth</b>	Vice President for Government Relations and Advocacy	Advocating for UT Working Group Co-Lead
<b>David Miller</b>	Senior Vice President and Chief Financial Officer	Ensuring Workforce and Administrative Excellence Working Group Lead
<b>Herb Byrd, III</b>	Vice President for Public Service	Fostering Outreach and Engagement Working Group Co-Lead
<b>Jorge Perez</b>	Associate Vice President for Institutional Effectiveness	Ex-officio member
<b>Judy Burns</b>	Enterprise Risk Officer	Ex-officio member
<b>Linda Martin</b>	Vice President for Academic Affairs and Student Success	Enhancing Educational Excellence Working Group Lead
<b>Ryan Stinnett</b>	General Counsel	Steering Committee Member
<b>Stacey Patterson</b>	Vice President for Research, Outreach and Economic Development	Expanding Research Capabilities Working Group Lead
<b>Tiffany Carpenter</b>	Vice President for Communications and Marketing	Advocating for UT Working Group Co-Lead

## Championing Inclusion, Diversity, and Engagement Leads

<b>Delphia Howze</b>	Chair and Executive Director of Inclusion, Diversity, and Engagement
<b>Amber Williams</b>	Enhancing Educational Excellence Representative
<b>Charles Snyder</b>	Enhancing Educational Excellence Representative
<b>David Steele</b>	Fostering Outreach and Engagement Representative
<b>Gretchen Neisler</b>	Expanding Research Capabilities Representative
<b>Patricia Burks-Jelks</b>	Ensuring Workforce and Administrative Excellence Representative



Pillar 1

<b>Enhancing Educational Excellence Working Group</b>		
<b>Amber Williams*</b>	Vice Provost for Student Success	UTK
<b>Andy Lewter</b>	Vice Chancellor for Student Affairs	UTM
<b>Brian Hester</b>	Chief Academic Data Officer	UTSA
<b>Caula Beyl</b>	Herbert College of Agriculture Dean	UTIA
<b>Charles Snyder*</b>	Director of Health Disparities Education and Community Engagement	UTHSC
<b>Christina Vogel</b>	Associate Professor	UTC
<b>Cindy Russell</b>	Interim Vice Chancellor, Academic, Faculty and Student Affairs	UTHSC
<b>Frank Cuevas</b>	Vice Chancellor for Student Life	UTK
<b>Jerold Hale</b>	Provost and Senior Vice Chancellor for Academic Affairs	UTC
<b>John Zomchick</b>	Provost	UTK
<b>Leighton Chappell</b>	UT Student Trustee	UTM
<b>Melissa Tindell</b>	Director of Communication	UTSA
<b>Phil Cavalier</b>	Provost	UTM
<b>Yancy Freeman</b>	Vice Chancellor of Enrollment Management and Student Success	UTC

*\*Representative for Championing Inclusion, Diversity, and Engagement*



Pillar 2

<b>Expanding Research Capabilities Working Group</b>		
<b>Daniel Norman</b>	IPS Consultant II	IPS
<b>Deb Crawford</b>	Vice Chancellor for Research	UTK
<b>Gretchen Neisler*</b>	Vice Provost for International Affairs	UTK
<b>Hongwei Xin</b>	Dean and Professor	UTIA
<b>Joanne Romagni</b>	Vice Chancellor for Research and Dean of the Graduate School	UTC
<b>Steve Goodman</b>	Vice Chancellor for Research	UTHSC
<b>Victoria Seng</b>	Associate Provost	UTM

*\*Representative for Championing Inclusion, Diversity, and Engagement*



Pillar 3

<b>Fostering Outreach &amp; Engagement Working Group</b>		
<b>Allen Dupont</b>	Director	UTHSC
<b>Charley Deal</b>	Vice Chancellor for University Advancement	UTM
<b>David Steele*</b>	Chief of Staff	UTC
<b>Javiette Samuel</b>	Assistant Vice Chancellor and Director of Community Engagement and Outreach	UTK
<b>John Freeze</b>	Director of the Center for Professional Education	UTC
<b>John Lacey</b>	Project Manager	UTSA
<b>Ken Brown</b>	Executive Vice Chancellor and Chief Operations Officer	UTHSC
<b>Lynn Alexander</b>	Dean, Humanities and Fine Arts	UTM
<b>Michael Carter</b>	Assistant Vice President for Advancement Services	UTFI

*\*Representative for Championing Inclusion, Diversity, and Engagement*



Pillar 4

<b>Ensuring Workforce and Administrative Excellence Working Group</b>		
<b>Chandra Alston</b>	HRO	UTHSC
<b>Chris Cimino</b>	CBO	UTK
<b>Doug Bohner</b>	HRO	UTIA
<b>Gail White</b>	CBO	IPS
<b>Judy Burns</b>	Enterprise Risk Officer	UTSA
<b>Laure Pou</b>	HRO	UTC
<b>Mary Lucal</b>	HRO	UTK
<b>Michael Washington</b>	HRO	UTM
<b>Patricia Burks-Jelks*</b>	HRO and Equity & Diversity Officer	UTSI
<b>Petra McPhearson</b>	CBO	UTM
<b>Tomi Rogers</b>	HRO	IPS
<b>Tony Ferrara</b>	CBO	UTHSC
<b>Tyler Forrest</b>	CBO	UTC

*\*Representative for Championing Inclusion, Diversity, and Engagement*



Pillar 5

Advocating for UT Working Group		
<b>Bud Grimes</b>	Chief Communications Officer	UTM
<b>Josh Warren</b>	Director of State Relations	UTSA
<b>Kerry Witcher</b>	Vice President for Development and Alumni Affairs and Program/CEO	UTFI
<b>Lisa Stearns</b>	Vice Chancellor	UTIA
<b>Mike Littlejohn</b>	Alumnus	UTK
<b>Mike McCay</b>	Assistant Vice President for Alumni Affairs and Advocacy	UTFI
<b>Sally Badoud</b>	Assistant Vice Chancellor	UTHSC
<b>Stephen Rumbaugh</b>	Creative Services Director	UTC
<b>Susan Robertson</b>	Information Specialist	IPS
<b>Tiffinie Snowden</b>	Associate Inclusion Officer	UTHSC
<b>Tisha Benton</b>	Vice Chancellor	UTK

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Strategic Planning Team			
<b>Ashton Braddock</b>	UT Promise Coordinator	UTSA	AA&SS
<b>Brian Hester</b>	Director of Institutional Research and Interim Director of Business Intelligence	UTSA	IE
<b>Davery Bland</b>	Assessment Coordinator	UTSA	IE
<b>Denise Haley</b>	Software Developer	UTSA	IE
<b>Griffin Judy</b>	Student Intern	UTSA	IE
<b>Jeremy Bradford</b>	Software Developer	UTSA	IE
<b>Jorge Perez</b>	Associate Vice President for Institutional Effectiveness	UTSA	IE
<b>Judy Burns</b>	Enterprise Risk Officer	UTSA	Sr VP and CFO
<b>Kara Greaves</b>	Administrative Specialist	UTSA	AA&SS
<b>Katie Jones</b>	Data Visualization Specialist	UTSA	IE
<b>Leigh Cherry</b>	Coordinator for Student Success Initiatives	UTSA	AA&SS
<b>Michael Richards</b>	IR Research Associate	UTSA	IE
<b>Nathan Vogel</b>	Associate Director of Business Intelligence	UTSA	IE



# THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

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## AGENDA ITEM SUMMARY

Meeting Date: October 22, 2021  
Item: UT Chattanooga Strategic Plan  
Type: Action  
Presenter: Steve Angle, Chancellor, UT Chattanooga

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UT Chattanooga Chancellor Steve Angle proposes a new, 5-year strategic plan for UT Chattanooga and will present an overview of the new plan. A copy of the new strategic plan is in the meeting materials.

President Boyd recommends approval. The UT Chattanooga Campus Advisory Board unanimously approved the new strategic plan on October 4, 2021.

Because the Executive Committee is not meeting in conjunction with this meeting, and because of the importance of this item, the Chair has placed it on the agenda of the full Board meeting for presentation, discussion, and action.

### **Board Action**

The Chair will call for a motion to adopt the following Resolution.

**Resolved: The Board of Trustees hereby approves the UT Chattanooga Strategic Plan, as presented in the meeting materials.**



## Vision

We engage students, inspire change and enrich community.

## Mission

The University of Tennessee at Chattanooga is a driving force for achieving excellence by actively engaging students, faculty and staff, embracing diversity and inclusion, inspiring positive change and enriching and sustaining our community.

## Values

- We believe that **students** are the reason our institution exists.
- We affirm the essential function of a **liberal arts** education.
- We commit to transformational **engagement** with our community.
- We nurture a culture of **creativity, scholarship** and **innovation**.
- We embrace **diversity** and **inclusion**.
- We pursue **excellence** in all that we do.
- We live **integrity** and **civility**.



**“Strategy implies movement from a present position  
to a desirable but uncertain future position.”**

Betteke van Ruler, *International Journal of Strategic Communication* (2018)

The University of Tennessee at Chattanooga commenced its 2025 strategic planning process on the eve of an unprecedented global pandemic and in the shadow of a looming “[demographic cliff](#),” anticipated to dramatically shrink the pool of traditional, college-going young Americans eligible for and interested in attaining college degrees. Meanwhile, the value of a traditional liberal arts education has been challenged like never before, and society has been stressed by strident public discourse.

In this moment, our University has proven to itself and its stakeholders that we can adapt and thrive. We have also been reminded of the abiding and essential value of the collegiate experience UTC offers. What we do and how we do it has never been more important. We believe we can do it even better in the next five years.

Our students continue to value a personalized academic and campus experience in America’s best mid-sized city. Our community counts on us to drive change and enhance our region’s competitiveness in the global marketplace. Our region needs innovative scholarship, creative activity and entrepreneurship. Our society needs diverse citizens capable of leading in a challenging world.

The objectives, strategies and tactics implicated in this plan leverage our University’s strengths and respond to the identified aspirations of the students and community we serve. To the extent they take us “out of our comfort zone,” they demand a level of risk that we owe to our students and to their futures.

**“True strategy is about placing bets and making hard choices.”**

Roger L. Martin, *Harvard Business Review* (2014)

**UTC will transform the lives of our students and the futures of our region by increasing access to a distinctive model of education, grounded in the liberal arts and tied closely to workforce opportunities.**



**ASSUMPTION: UTC can play a unique role in ensuring the competitiveness of our region by preparing our students to compete in a global workforce.**

**BY 2025 WE WILL...**

- Effectively recruit a larger and more diverse student population
  - Develop a strategic enrollment management plan that includes key components to support student growth (e.g., student demographics, feeder institutions, public policy implications, labor market and workforce development, competition and market share, market opportunities and data usage)
  - Increase total enrollment from 11,457 to 12,950, with a particular focus on traditionally underrepresented groups and the state’s performance-based funding formula focus populations
    - Increase the number and percentage of new transfer students from 867 to 1,107 (from 7.4% to 8.5%)
    - Increase the number and percentage of new graduate students from 346 to 442 (3.0% to 3.4%)
    - Increase the number and percentage of new freshmen students from 2,222 to 2,576 (19.0% to 19.9%)
  - Expand student support services to align with undergraduate and graduate enrollment goals
- Improve student performance
  - Increase freshman fall-to-fall retention from 73% to 83%
  - Reduce achievement and learning gaps
  - Increase six-year graduation rate from 53% to 63.7%
  - Achieve a student-athlete graduation success rate (GSR) of at least 85% each year
- Define and promote UTC’s distinctive educational experience
  - Develop and implement a *Reimagined General Education* Program that offers a signature experience to UTC students while respecting and honoring [Tennessee Transfer Pathways](#)
    - Implement curricular changes to ensure all students are prepared to live, work and engage in reasoned discourse in a diverse, global society.
    - Promote intellectual and cultural engagement through the liberal and fine arts as an important part of the student’s UTC experience
    - Embed [high impact practices](#) within the GenEd curriculum
  - Implement and expand *Cohort2025* to include all first-year students
  - Require all departments to embed [high impact practice](#) for degree eligibility

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- Develop and launch a [Quality Enhancement Plan](#) (QEP) that is aligned with this strategic plan, central to the university's educational experience, and focused on student success
- Increase enrollment in Honors programs from 3% to 5%
- Benchmark and increase the number and percentage of students participating in campus organizations
- Benchmark and increase community-engaged learning opportunities
- Support excellence in teaching by expanding access to pedagogical development resources
- More tightly align educational offerings to regional workforce needs (including curricular, co-curricular, extra-curricular and stackable credential opportunities)
- Double the number of [online degree](#) programs, from 9 to 20

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**UTC will respond to the needs of students and our region by modeling inclusive excellence through diverse representation and aligned benchmark indicators.**



***ASSUMPTION: By enhancing diversity, UTC will better serve our students, faculty, staff and region.***

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**BY 2025 WE WILL...**

- Build a community that cultivates and respects diversity as essential for UTC success and regional competitiveness
  - Support diversity through transparent organizational planning efforts
  - Improve recruitment and retention strategies and outcomes for underrepresented faculty and staff (and benchmark relative to state, community, and student demographics)
  - Increase the diversity of internal and external stakeholders across all units of the university
  - Enhance opportunities for students, faculty and staff to learn and work in a socially and culturally diverse world
  - Provide opportunities for the campus community to listen with empathy, learn from diverse points of view and engage each other with civility and respect
  - Establish faculty, administrator and staff goal-setting and performance evaluations based on the recognition and support of a diverse workforce.
- Continue to internationalize the University
  - Remove institutional barriers to recruitment of undergraduate and graduate international students
  - Increase the number of international students at UTC by 10% annually
  - Increase the number of UTC students participating in study abroad programs to at least 2.5% of the student population, with an 85% retention/graduation rate for study abroad alumni
  - Increase internal and external support for faculty pursuing international teaching and research opportunities
  - Increase global competency outcomes within the curriculum
  - Expand extracurricular opportunities for domestic and international student interaction
- Expand [inclusive](#) access
  - Enhance support for students, including the UTC Library's [Affordable Course Materials Initiative](#) (ACMI), to ensure greater access to learning resources
  - Benchmark and increase support services for students with disabilities
- Increase the engagement of diverse alumni and volunteers in UTC advisory boards and advocacy outreach



**UTC will impact our community and enhance the educational experience of our students by sustaining the scholarly, creative and entrepreneurial activity of our faculty and students.**



***ASSUMPTION: UTC adds value to the educational enterprise and enhances the vitality of our region by engaging in applied scholarship and creative activity.***

**BY 2025 WE WILL...**

- Expand research capacity
  - Increase research expenditures (as reported to NSF) by 7% annually (from \$10.8 million to \$16.2 million)
  - Require each college to produce a research agenda with measurable outcomes aligned with the UTC Strategic Plan and inclusive of cross-college collaborative research
  - Enhance institutional research infrastructure and develop new research support programs with centralized “core resources” (facilities, technology, ORSP and technical personnel) necessary to support campus-wide research and creative endeavors
  - Benchmark and increase graduate student support and research productivity
  - Benchmark and increase the number of undergraduate students participating in faculty-supervised research and creative endeavors by 10%
  - Increase veteran, first generation and minority student participation in research and creative endeavors by 10%
  - Support increased faculty research productivity
    - Develop a transparent method of assessing the quality of research output
    - Benchmark and increase the number of citations, peer reviewed journal articles and other scholarly publications and activities by 5% per year
    - Benchmark and track research with impact in the community
    - Benchmark and increase the production of scholarship and creative endeavors that explore and amplify diverse perspectives
- Invest resources in up to three strategic areas of opportunity for multi-disciplinary, cross-disciplinary, and inter-disciplinary research activity to advance a profile of excellence and community impact
- Benchmark and increase collaboration with community partners on community-impact projects
- Engage alumni and other community members in mentoring and support networks for faculty and student scholarly, creative and entrepreneurial endeavors

**UTC will ensure the sustainability of our institution and the vitality of our students, faculty, staff and community by excelling in resource development and stewardship.**



STEWARDSHIP  
RESOURCES

***ASSUMPTION: UTC will continue to operate in an environment of finite resources but has the opportunity and obligation to strengthen and leverage our assets to benefit our students and community.***

**BY 2025 WE WILL...**

- Develop a forward-looking resource base with a focus on expanding revenue streams
  - Maintain a competitive tuition structure relative to the UT system, LGI institutions and peers
  - Maximize state appropriations by enhancing Tennessee outcomes-based funding formula performance
  - Raise \$100,000,000 in new gifts
    - Increase the Annual Giving (as defined by UTFI) to UTC by 5% per year
    - Increase the number of donors by 5% per year
  - Generate additional funds from Auxiliary Services to enhance the campus experience
  - Think and act like entrepreneurs across all departments by exploring revenue generation opportunities that add value to strategic partners
- Continue physical transformation of campus
  - Maintain existing facilities and develop new ones to support expanding academic programs, research activities, and supporting units
  - Ensure that a campus master plan update continues to develop campus in support of transformational education, research, and engagement
- Establish operational transparency: expand and refine institutional culture of assessment to provide data-informed decision support
  - Require that institutional resources are aligned with strategic plan and provide transparent accounting of space and budget allocation
  - Produce dashboards for budget, Foundation, experiential learning, equity, and student success metrics
  - Establish a student-faculty-support feedback loop to maximize the effectiveness of UTC’s instructional technologies (e.g. Canvas, Kaltura, etc.) and benchmark and increase the utilization and effectiveness of training and support provided to instructors
- Establish a technology plan to ensure currency of all campus hardware and software
- Improve the university’s web utilization
  - Conduct an assessment of the current website (with user input) and develop a site improvement plan
  - Implement a campus-wide calendaring and targeted communication platform to improve information flow and participation in campus events

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- Develop and implement a comprehensive campus community health and wellness plan
  - Create a culture and environment that prioritizes the holistic wellness of the UTC community
  - Benchmark and track comprehensive campus health and wellness initiatives
  - Update, communicate, and maintain all-hazards emergency management plans for natural, biological, technological, and fabricated disasters impacting the campus
- Adapt financial aid models to optimize access and affordability
  - Benchmark and increase resources for student scholarships and graduate assistantships
  - Commission a feasibility study on alternate financial aid models
- Produce and distribute annual State Impact Reports, to document the relationship between state support and UTC excellence
- Establish and sustain lifetime strategic engagements
  - Develop service-learning opportunities for students and ensure that the city and region become a “living and learning” community
  - Implement reporting processes to effectively and consistently record and compile outreach and engagement activity for students, faculty, and staff (including experiential learning and civic engagement activity)
  - Build a strong alumni engagement program that has appropriate resources to thrive and become a focal point between our past and future
  - Develop and embrace an “Employer of Choice” model for UTC. Ensure that UTC is recognized as a national and/or regional model for “Best Places to Work”
  - Celebrate community engagement and service by faculty, staff, and students by giving credit for civic engagement as a hallmark of a community-engaged public university
  - Maximize the relationship between the campus and the University of Chattanooga Foundation, Inc.
  - Review current and best practices and identify optimal structures and operations for advisory councils and committees

**UTC committed to a strategic planning process that was transparent, thorough, inclusive and aligned with the UT System planning framework.**



UTC’s strategic planning process, under the leadership of Provost Jerold Hale, has consisted of a series of overlapping and recursive elements:

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**1) IDEA GENERATION**

This process was powered by the work of four subcommittees, one for each of UTC’s four strategic focus areas. Each subcommittee included representation of faculty, exempt and non-exempt staff, students and community members and developed its own process and identified its own resource base to collaboratively draft initial objectives and strategies for its respective focus area.

**2) SYNTHESIS**

The subcommittees’ drafts were then provided to an “integration committee” (also comprised of faculty, staff, student and community representatives), which worked to standardize the drafts and, when appropriate, redistribute recommendations across priority areas.

**3) REFLECTION**

The revised framework was then redistributed to the subcommittees to ensure fidelity to the original inputs and seek additional recommendations.

**4) STAKEHOLDER INPUT**

Campus stakeholders provided input on strategic opportunities, priorities, and approaches to measurement via an online portal.

**5) REFLECTION / SYNTHESIS**

Those broad-based inputs were then used to refine the strategic planning framework and verify alignment with the UT System plan, with the result shared again with the integration committee.

**6) MEASUREMENT WORKSHOPPING**

Subject matter experts (SME’s) and UTC’s Office of Planning, Effectiveness and Institutional Research (OPEIR) were engaged to identify baselines, benchmarks and measurement approaches for elements of the strategic framework.

**7) STAKEHOLDER INPUT**

Campus and community stakeholders were again invited to use an online input portal to provide reactions and suggestions on the emerging framework elements.

**8) REFLECTION / SYNTHESIS / MEASUREMENT WORKSHOPPING**

Stakeholder input was again used to refine the framework, vet with the integration committee and assess with SME’s and OPEIR.

**9) STAKEHOLDER INPUT**

Campus and community stakeholders were engaged, this time via zoom focus groups.

**10) REFLECTION / SYNTHESIS**

A final framework was developed with the campus Executive Leadership Team.

**11) CAMPUS ADVISORY BOARD REVIEW – October 4, 2021**

*pending*

**12) UT SYSTEM BOARD REVIEW – October 22, 2021**

*pending*

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UTC’s strategic plan was produced by faculty, staff, students and community members.



**Integration (a.k.a. “steering”) Committee**

Jerold Hale (Chair)	Provost	Academic Affairs	Staff
Tom Griscom	Co-Facilitator	External	Community
David Steele	Co-Facilitator Chief of Staff	Chancellor’s Office	Staff
Michelle Deardorff	Department Head and Adolph S. Ochs Professor of Government	Political Science and Public Service	Faculty
Fred Decosimo	Chair	UTC Advisory Board	Community
Christine Estoye	Director of MBA Programs	RCOB, Exempt Staff Council	Staff
Vicki Farnsworth	Vice Chancellor and Chief Information Officer	Information Technology	Staff
Tyler Forrest	Vice Chancellor	Finance and Administration	Staff
Yancy Freeman	Vice Chancellor	Enrollment Management and Student Affairs	Staff
Lane Gutridge	President	Student Government Association	Student
Jamie Harvey	Associate Professor of Health and Physical Education K-12 and Past Faculty Senate President	CHEPS	Faculty
Shewanne Howard- Baptiste	MPH Interim Program Director and Associate Professor	Exercise Science, Public Health	Faculty
Scott LeRoy	Member	UTC Advisory Board	Community

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Stacy Lightfoot	Chair	Chancellor’s Multicultural Advisory Council	Community
Daniel Pack	Dean	CECS	Staff
Melita Rector	Chair	Employee Relations Committee	Staff
Joanne Romagni	Vice Chancellor and Dean	Research, Graduate School	Staff
Charlene Simmons	UC Foundation Associate Professor Communication, Current Faculty Senate President	CAS, Faculty Senate	Faculty
Gina Stafford	Interim Vice Chancellor	Marketing and Communications	Staff
Lauren Ingraham	Vice Provost	Academic Affairs	Staff

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 **Teaching and Learning Subcommittee**

Lauren Ingraham (Co-Chair)	Professor	English	Faculty
Pam Riggs-Gelasco (Co-Chair)	Co-Chair and Dean	CAS	Staff
Emily Blackman	Assistant Vice Chancellor for Athletic Academic Enhancement	Athletics	Staff
Ethan Carver	Assistant Dean	Graduate School	Staff
Michael Danquah	Associate Dean	CECS	Staff
Taylor Flores	Student Representative	Student Government Association	Student
Stacie Grisham	Assistant Vice Chancellor for Student Success	Enrollment Management and Student Affairs	Staff
Cherry Guinn	Professor and Coordinator Post-Master’s Academic Nurse Educator	CHEPS	Faculty

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Laura Livermore	Director of Study Abroad Programs	Center for Global Education	Staff
Andrew McCarthy	Department Head of English, UC Foundation Associate Professor, & Head of the Council of Academic Department Heads	CAS	Faculty
Catherine Middleton	Director of Assessment and Lecturer of Economics	RCOB	Faculty
Caden Pace	Student Representative	Student Government Association	Student
Stephanie Philipp	Assistant Professor of Education	CHEPS	Faculty
Steve Ray	Professor, Associate Head of Performing Arts	CAS	Faculty
Mike Thompson	Department Head of History & UC Foundation Associate Professor	CAS	Faculty
Sherese Williams	Assistant Director	Honors College	Staff
Claudia Williamson	Scott L. Probasco Distinguished Chair of Free Enterprise, Director of the Center for Economic Education and Professor of Economics	RCOB	Faculty

 **Diversity and Inclusion Subcommittee**

Chris Horne (Co-Chair)	Dalton Roberts Professor of Public Administration and MPA Program Coordinator	Political Science and Public Service	Faculty
Christopher Stokes (Co-Chair)	Assistant Director	Office of Multicultural Affairs	Staff
Jay Blackman	Senior Associate AD – Strategic Communications	Athletics	Staff
Will Davis	Outreach Manager and Producer	WUTC	Staff

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Rosite Delgado	Director	Office of Equity and Inclusion	Staff
Michael Dinkins	Senior Information Security Officer	Information Technology	Staff
Jennifer Ellis	Director of STEM Education and Associate Professor	CHEPS	Faculty
Christine Estoye	Director of MBA Programs	RCOB, Exempt Staff Council	Staff
Linda Frost	Dean	Honors College	Staff
Kim Thomas	Director	Joseph F. Decosimo Success Center, RCOB	Staff
Patricia Lin-Steadman	Assistant Director of the Office of International Student and Scholar Services	Center for Global Education	Staff
Andrea Lyons	Associate Director	Alumni Affairs	Staff
Tara Mathis	Associate Dean of Students, Director of the Multicultural Center and Director of Veteran Student Services	Dean of Students	Staff
Matt Matthews	Vice Provost and Professor of Mathematics	Academic Affairs	Faculty
Marshara Miller	Student Representative	Student Government Association	Student
Tiffany Mitchell	Senior Lecturer of English	CAS	Faculty
Edwin Murillo	Associate Professor of Spanish	CAS	Faculty
Abeer Mustafa	Associate Vice Chancellor for Student Affairs	Enrollment Management and Student Affairs	Staff
Isaiah Owens	Student Representative	Student Government Association	Student
Joseph Owino	Dept. Head of Civil and Chemical Engineering UC and Foundation Professor	CECS	Faculty
Laure Pou	Assistant Vice Chancellor	Human Resources	Staff



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Melita Rector	Chair	Employee Relations Committee	Staff
Valerie Rutledge	Dean	CHEPS	Staff
Megan Shadrick	Web Project Manager and Business Manager	Marketing and Communications	Staff
Stephanie Todd	Senior Lecturer of English	CAS	Faculty

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 **Research and Innovation Subcommittee**

Bento Lobo (Co-Chair)	Department Head of Finance and Economics and First Tennessee Bank Distinguished Professor of Finance	RCOB	Faculty
Reinhold Mann (Co-Chair)	Deputy Vice Chancellor	Research	Staff
Zoe Aebie	Student Representative	Student Government Association	Student
William Andrews	President	Graduate Student Association	Student
Chris Cox	Department Head and Professor for Mathematics	CAS	Faculty
Theresa Liedtka	Dean	Library	Staff
Daniel Loveless	UC Foundation Associate Professor of Electrical Engineering	CECS	Faculty
Laurie Melnik-Allen	Executive Director of the Arts-Based Collaborative, Professor of Practice and Lyndhurst Chair of Excellence in Arts Education	CHEPS	Faculty
Tony Parsley	Associate Chief Information Officer	Information Technology	Staff
Meredith Perry	Director	Research and Sponsored Programs	Staff
Lisa Piazza	Director	Undergraduate Research and Creative Endeavor	Staff

**The University of Tennessee at Chattanooga  
Strategic Plan 2021-2025**

Melissa Powell	Associate Lecturer of Dietetics	CHEPS	Faculty
Mina Sartipi	Director of the Center for Urban Informatics and Progress and UC Foundation Professor of Computer Science and Engineering	CECS	Faculty
Marty Smith	Senior Associate Vice Chancellor	Development and Alumni Affairs	Staff
Gina Stafford	Interim Vice Chancellor	Marketing and Communications	Staff
John Trussel	UC Foundation Professor of Accounting	RCOB	Faculty
Chandra Ward	Assistant Professor of Sociology	CAS	Faculty

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**Resources and Stewardship Subcommittee**

Tyler Forrest (Co-Chair)	Vice Chancellor	Finance and Administration	Staff
Vicki Farnsworth (Co-Chair)	Vice Chancellor and Chief Information Officer	Information Technology	Staff
Taylor Bradshaw	Student Representative	Student Government Association	Student
Richard Brown	Special Advisor to the Chancellor	Finance and Administration	Staff
Allison Evans	Director of Budget	Academic Affairs	Staff
John Freeze	Director	Center for Professional Education	Staff
Andrew Horton	Senior Associate AD - External Operations	Athletics	Staff
Thomas Lyons	Clarence E. Harris Chair of Excellence in Entrepreneurship and Professor of Marketing and Entrepreneurship	RCOB	Faculty

**The University of Tennessee at Chattanooga  
Strategic Plan 2021-2025**

Sherry Marlow-Ormsby	Executive Director, Office of Planning, Evaluation and Institutional Research	Academic Affairs	Staff
Andrea Neely	UC Foundation Assistant Professor of Management	RCOB	Faculty
Robie Robinson	Assistant Vice Chancellor	Emergency Services	Staff
Brian Rogers	Director of Library IT	Library	Staff
Charlene Simmons	UC Foundation Associate Professor Communication, Current Faculty Senate President	CAS, Faculty Senate	Faculty
Lofton Stuart	Interim Vice Chancellor of Development and Alumni Affairs and Executive Director of the UC Foundation, Inc.	Development and Alumni Affairs	Staff
Takeo Suzuki	Executive Director	Center for Global Education	Staff
Kenny Tyler	Director of Engineering and Planning Services	Facilities Planning and Management	Staff

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# THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

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## AGENDA ITEM SUMMARY

Meeting Date: October 22, 2021  
Item: UT Knoxville Strategic Vision  
Type: Action  
Presenter: Donde Plowman, Chancellor, UT Knoxville

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UT Knoxville Chancellor Donde Plowman proposes a new strategic vision for UT Knoxville and will present an overview of the new strategic vision. A copy of the new strategic vision is in the meeting materials.

President Boyd recommends approval. The UT Knoxville Advisory Board approved the new strategic vision on August 13, 2021.

Because the Executive Committee is not meeting in conjunction with this meeting, and because of the importance of this item, the Chair has placed it on the agenda of the full Board meeting for presentation, discussion, and action.

### **Board Action**

The Chair will call for a motion to adopt the following Resolution.

**Resolved: The Board of Trustees hereby approves the UT Knoxville Strategic Vision, as presented in the meeting materials.**



THE UNIVERSITY OF  
**TENNESSEE**  
KNOXVILLE

## STRATEGIC VISION

# IT TAKES A VOLUNTEER

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## OUR VISION

A world enriched by our ideas, improved through action, and inspired by the Volunteer spirit of service and leadership.

### OUR ROLE

As the flagship land-grant university of the state, we are dedicated to amplifying the Volunteer spirit of selfless leadership in every life we touch. We listen and learn from one another—an ongoing, ever-expanding conversation fueled by a wealth of perspectives and experiences. We know how much is possible when we unite our individual talents and aspirations, put compassion front and center, and step forward together as Volunteers.

### OUR MISSION

We are a diverse community with a shared commitment to discovery, creativity, learning, and engagement.

At UT Knoxville we:

- Empower learners of all ages and backgrounds to achieve their dreams through accessible and affordable education and state-of-the-art research training opportunities
- Advance the prosperity, well-being, and vitality of communities across Tennessee and around the world through our research, teaching, service, and engagement
- Commit to excellence, equity, and inclusion within the university, across the state, and in all our global activities

### GOALS

#### **CULTIVATING THE VOLUNTEER EXPERIENCE**

Demonstrate leadership in providing high-quality educational opportunities for people at every stage of life, whenever and wherever they seek to learn

#### **CONDUCTING RESEARCH THAT MAKES LIFE & LIVES BETTER**

Advance the frontiers of knowledge to create a more just, prosperous, and sustainable future through world-class research, scholarship, and creative work

#### **ENSURING A CULTURE WHERE VOL IS A VERB**

Develop and sustain a nurturing university culture where diversity and community are enduring sources of strength

#### **MAKING OURSELVES NIMBLE & ADAPTABLE**

Empower and sustain a culture of collaboration, agility, and innovation throughout the university

#### **EMBODYING THE MODERN R1, LAND-GRANT UNIVERSITY**

Connect with every Tennessean and with communities around the world, inspiring future Volunteers to join our diverse community

## CULTIVATING THE VOLUNTEER EXPERIENCE

Demonstrate leadership in providing high-quality educational opportunities for people at every stage of life, whenever and wherever they seek to learn

As Tennessee's flagship university, we commit to lighting the way for others and serving as a catalyst for opportunities—on our campus and in communities near and far. Innovative, enriching learning experiences extend the reach of our mission. Our objectives and priorities are:

### **Provide learners at all levels with opportunities to engage in rich learning and in scholarship that is collaborative, inquiry-based, experiential, affordable, and relevant**

- Create a uniting Volunteer experience for every student that is grounded in the three pillars: the courage to care, the courage to think big, the courage to lead
- Promote active engagement in research, scholarship, and experiential learning for all students

### **Deliver educational opportunities that are responsive to the needs of learners**

- Create flexible modular learning structures that allow students to choose sets of courses that interest them and combine those modules in individualized ways
- Develop innovative models for degree, nondegree, and certificate programs that are accessible and responsive to the needs of learners

### **Support curricular innovations that align with 21st-century workforce needs and our research strengths and priorities**

- Complete a capacity analysis to identify opportunities for growth and constraints
- Align investments in research and teaching to support curricular innovations
- Increase opportunities for students to major in high-demand programs

### **Ensure that the programs we offer are accessible to communities across Tennessee and beyond**

- Reimagine the land-grant mission to greatly extend the range of educational opportunities we offer beyond the Knoxville campus
- Identify populations that have not participated in educational programs and collaborate with them to deliver programming responsive to their needs

### **FIVE-YEAR TRANSFORMATIONAL PROGRESS**

Implement a universal Volunteer Experience for undergraduate students

Promote innovative interdisciplinary curricula responsive to workforce needs

Provide students with more opportunities to benefit from flexible instructional offerings

### **FIVE-YEAR OPERATIONAL METRICS**

Traditional undergraduate and graduate enrollment

Online undergraduate and graduate enrollment

Undergraduate retention rate

National and international reputation of academic colleges

Enrollment in certificate and nontraditional programs

Graduation and job placement rates

## CONDUCTING RESEARCH THAT MAKES LIFE & LIVES BETTER

Advance the frontiers of knowledge to create a more just, prosperous, and sustainable future through world-class research, scholarship, and creative work

Discovery and problem-solving are different at the University of Tennessee—and so are the knowledge and solutions that emerge. We thrive on perspectives and partnerships that stretch our thinking in every direction. To enhance our ability to make our world better, our objectives and priorities are:

### **Strengthen the impact and reputation of our research, scholarship, and creative activities**

- Support transdisciplinary initiatives in areas strategically important to Tennessee and beyond
- Implement constellation faculty hiring strategies to amplify our research strengths and expand our impact, emphasizing areas of societal importance—from local to global
- Increase the quantity of influential scholarly outputs and outcomes created by our research community
- Ensure that our research community's contributions are appropriately recognized with prominent national and international awards and distinction

### **Ensure that the research outcomes we generate lead to the creation of a more just, prosperous, and sustainable future**

- Support integrated translational research and inclusive workforce development programs enriched by trusted partnerships with industry, pre-K-12 schools, two- and four-year colleges and universities, community organizations, and government agencies
- Create and nurture research-based partnerships with public-serving organizations to enrich and enhance the health and well-being of Tennessee communities and beyond

- Strengthen Tennessee's innovation economy by creating and sustaining vibrant high-tech companies and the ecosystems in which they thrive.
- Increase the number of faculty, students, and postdoctoral scholars who think and act like entrepreneurs by promoting participation in entrepreneurship programs
- Enhance economic development by attracting and contributing to the success of the industries of the future

### **Invest in state-of-the-art research infrastructure and frameworks to ensure that our researchers, scholars, and creatives continue to work at the knowledge frontier**

- Foster university-wide and external partner-enabled networking and ideation opportunities for groups with shared interests
- Develop and implement a five-year strategic guide, a living document, to inform investments in state-of-the-art facilities, instruments, and tools
- Establish and sustain an ethos that prizes multidisciplinary research and learning while creating mechanisms that support continued culture enrichment
- Provide a world-class multidisciplinary research training experience to a diverse community of undergraduates, graduate students, and postdoctoral scholars

### **FIVE-YEAR TRANSFORMATIONAL PROGRESS**

State of Tennessee ranked in the top 25 of the State New Economy Index

State of Tennessee ranked in the top 15 in academic research expenditures

UT Knoxville ranked in the top 10 of the HERD ranking of public research universities without a medical school

### **FIVE-YEAR OPERATIONAL METRICS**

Number of prominent faculty awards and recognitions received

Doctoral student enrollment and graduation and postdoc employment

Number of invention disclosures filed

Number of patents filed and issued

Number of licenses and options executed

Number of start-ups created and supported

## ENSURING A CULTURE WHERE VOL IS A VERB

Develop and sustain a nurturing university culture where diversity and community are enduring sources of strength

We commit to creating inclusive learning and work environments where civility, accountability, cultural competency, and equitable access are hallmarks of the UT Knoxville community. We value and affirm differences in race, culture, world views, beliefs, identities, and abilities. These efforts are indispensable to attracting and retaining the students, faculty, and staff whose energy and commitment fulfill our mission. To accomplish this goal we will:

### **Implement structures and practices that attract and retain a diverse community of faculty, staff, and students and that support a culture where everyone matters and belongs**

- Implement, advance, and evolve diversity action plan goals, sharing progress and continuing to solicit feedback and input
- Identify and remedy structural impediments to recruiting and retaining students and employees from diverse populations, including financial, social, and logistical impediments

### **Challenge students to examine their understandings of the world and their capacity to act as members of an inclusive community.**

- Provide opportunities for all students to engage and learn more about shared expectations for respect and inclusion
- Expand current campus initiatives for cultivating an inclusive campus community

### **Nurture change that supports inclusive behaviors and a culture of respectful dialogue to create greater understanding of difference, starting with our administration, faculty, and staff**

- Invest in educational opportunities for faculty, staff, and administrators that advance new approaches to teaching, learning, and development in diverse communities
- Prioritize training and inclusion discussions with various departments and units

### **FIVE-YEAR TRANSFORMATIONAL PROGRESS**

Develop a national reputation for “Vol is a Verb”

Be a national model for civility and community and for diversity of ideas

Develop a culture and climate where employees consider the university a national employer of choice

### **FIVE-YEAR OPERATIONAL METRICS**

Undergraduate applications and enrollment of students of color and international students

Number of students receiving the Tri-Star Scholarship

Support for need-based scholarships

Retention and graduation rate gaps for students of color

Number of employees of color

Expansion of pathway initiatives to facilitate enrollment of students from historically underrepresented communities

Graduate and professional enrollment of students of color and international students

Number of graduate and professional academic programs that use holistic admissions practices

## MAKING OURSELVES NIMBLE & ADAPTABLE

Empower and sustain a culture of collaboration, adaptability, and innovation

Meeting the changing needs of society and achieving our institutional goals require collaboration, adaptability, and innovation. To foster collaboration and adaptation that go far beyond how we operate to become our ethos, we will:

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### Enhance a campus-wide culture of innovation and collaboration at all levels

- Make collaboration and innovation a priority in every campus unit so that processes and procedures are more meaningful, effective, and efficient
- Invest in physical spaces that enable innovation and collaboration; re-envision how we use office spaces to enhance collaboration both across campus and between campus and external partners
- Leverage Cherokee Farm as a centerpiece for innovation and collaboration through inter-disciplinary collaboration and inclusive economic development

### Adapt current structures and systems to foster identity and collaboration while supporting innovation

- Sustain a culture of innovation and collaboration by creating integrated processes and systems to efficiently support students, no matter where they are, from prospective to alumni

- Incentivize innovation in academic and research programs by identifying business process and system improvements to support faculty and staff collaboration and innovation in teaching and research across our multiple locations—main campus, UTIA, UTSI, Cherokee Farm, Oak Ridge Institute at UT, and Extension
- Review campus academic structure for maximum effectiveness in developing identity, collaborating, and supporting innovation

### Foster organizational agility and innovation by developing incentives for innovative and transformational work that also breaks or blurs the lines of organizational silos

- Create seed money pool for faculty- and staff-driven projects that meet specified criteria
- Provide time for innovation through course release for faculty or project work time for staff
- Develop a system to recognize and celebrate collaborations both internally and externally

### FIVE-YEAR TRANSFORMATIONAL PROGRESS

Implement budget allocation model

Complete integrated campus and Cherokee Farm master plan

Implement customer relationship management (CRM) system

Consider (and implement if applicable) revised academic structure

### FIVE-YEAR OPERATIONAL METRICS

Number of processes reviewed and potentially updated

Number of LEAN events performed

Completion of communications process flows

Integration of IT systems

## EMBODYING THE MODERN R1, LAND-GRANT UNIVERSITY

Connect with every Tennessean and with communities around the world, inspiring future Volunteers to join our diverse community

Outreach and engagement are fundamental to our mission and vital to our success. Amplifying the Volunteer spirit of leadership and service—creating experiences and outcomes for everyone whose lives we touch—requires deepening our connections at home and extending our national and global networks. To expand and enhance the Volunteer community, we will:

### Deepen and extend the university's ability to connect with Tennesseans

- Create and foster a campus-wide culture of service, engagement, extension, and outreach—reinforcing our Volunteer brand—by creating a coalition of campus units focused on engagement to align the university across its many parts, and with the needs of Tennessee communities
- Revolutionize the university's presence across the state and create the model 21st-century land-grant university
  - Change the experiences Tennesseans have with UT by creating meaningful lifelong access, learning, and engagement opportunities
  - Establish alumni area representatives in every county to serve as liaisons
  - Develop a marketing plan to raise awareness among Tennesseans about resources of the university and the impact of an engaged university

- Create a comprehensive plan for identifying and expanding community education resources and programming for learners of all ages

### Establish, build upon, and streamline processes to identify community needs and activate university resources to meet those needs

- Invest in systems, processes, and people to connect efforts across the university and support a culture of service, engagement, extension, and outreach
- Develop appropriate staffing and processes for assessing community needs and reporting to campus leadership

### FIVE-YEAR TRANSFORMATIONAL PROGRESS

Expand definition of service, Extension, and engagement aligned with Volunteer identity

Establish and resource alignment coalition

### FIVE-YEAR OPERATIONAL METRICS

Number of off-campus engagements with Tennessee communities

Number of alumni area representatives across Tennessee

Net promoter score for alumni engagement events

Reputation index



## APPENDIX

### GOAL PROGRESS AND METRICS

Data is based on calendar year 2020 (the last full year available) unless otherwise noted. Progress on metrics will be updated quarterly.

## CULTIVATING THE VOLUNTEER EXPERIENCE

Demonstrate leadership in providing high-quality educational opportunities for people at every stage of life, whenever and wherever they seek to learn

Transformational Progress	Baseline	Five-Year Goal
Implement a universal Volunteer Experience for undergraduate students	20% complete	The Volunteer Experience is defined and implemented across the campus. Positive psychology and well-being are infused across colleges and academic affairs units, and at least 50% of undergraduates participate each year in Volunteer Experience initiatives.
Promote innovative interdisciplinary curricula responsive to workforce needs	10% complete	The university has developed or expanded innovative curricular programs with an emphasis on interdisciplinary learning and alignment with workforce needs, including industry-relevant credentials.
Provide students with more opportunities to benefit from flexible instructional offerings	20% complete	The university has expanded opportunities to complete courses outside the traditional semester and added or developed at least 15 new online programs.

Operational Goals and Metrics	Baseline	Five-Year Goal
Increase traditional undergraduate enrollment by 15%	24,137	27,756
Increase traditional graduate enrollment by 20%	5,047	6,056
Increase online undergraduate enrollment by 150%	117	293
Increase online graduate enrollment by 50%	1,258	1,887
Increase undergraduate retention rate by 2%	88%	90%
Strengthen the national and international reputation of colleges	Baseline to be determined	The majority of colleges have received at least one form of national or international recognition for programs or teaching.
Increase enrollment in certificates by 100%	284	Certificate enrollment has doubled to 568 students (graduate or undergraduate).
Increase enrollment of nontraditional learners (undergraduate students 25 or older, or non-degree-seeking) by 20%	1,304	1,565

Continued on next page

Operational Goals and Metrics	Baseline	Five-Year Goal
Show progress in increasing graduation rate beginning with fall 2022 cohort	Rolling baseline. Most recent six-year rate is 71.1% for fall 2014 cohort. Most recent four-year rate is 53.8% for fall 2016 cohort.	Fall 2022 cohort will outperform prior cohorts in four-year graduation rate (known in 2026) and six-year graduation rate (known in 2028) and establish baseline for continuous improvement.

## CONDUCTING RESEARCH THAT MAKES LIFE & LIVES BETTER

Advance the frontiers of knowledge to create a more just, prosperous, and sustainable future through world-class research, scholarship, and creative work

Transformational Progress	Baseline	Five-Year Goal
State of Tennessee ranked in the top 25 of the State New Economy Index, which measures the extent to which state economies are knowledge-based, globalized, entrepreneurial, IT-driven, and innovation-oriented	No. 30 (2020 report); No. 34, average ranking over last three reports (2014, 2017, 2020)	State of Tennessee is ranked in the top 25 of states for innovation/knowledge economies in 2026.
State of Tennessee ranked in top 15 for academic research expenditures (all Tennessee higher education institutions)	State of Tennessee No. 20 for academic research expenditures	State of Tennessee is No. 15 for academic research expenditures.
UT Knoxville HERD survey ranking in top 10 for public research universities without a medical school	No. 13 for public research universities without a medical school	HERD ranking is No. 10 for public research universities without a medical school.

Operational Goals and Metrics	Baseline	Five-Year Goal
Increase cumulative number of prominent faculty awards and recognitions received by 10%	375	412
Increase total number of doctoral students enrolled by 10%	2,397	2,637
Increase number of students graduating with a doctoral degree by 10%	620	682
Increase number of postdoctoral scholars employed by 20%	196	235
Increase invention disclosures filed annually by 20%	125	150
Increase the number of start-ups created and supported annually by 200%	34	100
Increase the number of provisional and utility patents filed annually by 20%	78	94
Increase the number of patents issued annually by 20%	18	22
Increase the number of licenses/options executed annually by 25%	21	26

## ENSURING A CULTURE WHERE VOL IS A VERB

Develop and sustain a nurturing university culture where diversity and community are enduring sources of strength

Transformational Progress	Baseline	Five-Year Goal
Develop a national reputation for “Vol is a Verb”	Vol is a Verb rebrand rollout campaign (2020–21 AY)	Vol is a Verb is connected to all aspects of campus organizational culture and recognized by peer institutions as model for diversity, equity, and inclusion work.
Be a national model for programming around (1) civility and community to achieve greater understanding and appreciation for diversity and differences, and (2) diversity of ideas	Create a standing committee to develop a framework for civility, community, and viewpoint diversity for campus programming initiatives	Framework is recognized by peer institutions as model for civility, community, and viewpoint diversity.
Develop a culture and climate where employees consider the university a national employer of choice	Forbes named UT the seventh best place to work in Tennessee.	Forbes names UT in the top three best places to work in Tennessee.

Operational Goals and Metrics	Baseline	Five-Year Goal
Increase undergraduate applications and enrollment for students of color	7,114 (fall 2020 applications)	Increase undergraduate applications for students of color by 20%  Increase undergraduate enrollment by recruiting and retaining all students while paying particular attention to the achievement gaps for first-generation, low-income, and underrepresented minority students
Increase undergraduate applications and enrollment for international students	436 (fall 2020 applications)	Increase undergraduate applications for international students by 25%
Increase by 20% the number of students receiving Tri-Star Scholarships	2,631 (fall 2020)	3,157
Increase support for need-based scholarships	36% need, 64% merit	40% need, 60% merit
Close the graduation gap for students of color	62.5% (fall 2016)	67.5% five-year milestone with goal to match campus-wide graduation rate
Close the retention gap for students of color	85.4% (fall 2018)	87.4% five-year milestone with goal to match campus-wide graduation rate
Increase the number of faculty and staff of color	943: 613 S, 330 F (fall 2020)	To be determined

Continued on next page

Operational Goals and Metrics	Baseline	Five-Year Goal
Expand pathway initiatives to facilitate historically underrepresented communities	2	5
Increase graduate and professional enrollment for students of color	894 (fall 2020)	The number of students of color enrolled in graduate and professional programs has increased significantly.
Increase graduate and professional enrollment for international students	667 (fall 2020)	901
Expand the number of graduate and professional academic programs utilizing holistic admissions practices	0 (fall 2020)	25

## MAKING OURSELVES NIMBLE & ADAPTABLE

Empower and sustain a culture of collaboration, adaptability, and innovation

Transformational Progress	Baseline	Five-Year Goal
Implement budget allocation model	50% complete	BAM fully implemented by June 30, 2023, with colleges and offices empowered to strategically utilize their funds and accountable to funding decisions
Complete integrated campus and Cherokee Farm master plan and track progress with master plan goals	Kick off November 2021	Complete by December 2022 followed by quarterly reporting to determine progress with goals and deadlines set forth in master plan
Implement customer relations management system	Planning underway	Complete by December 31, 2024
Consider, and if applicable, implement revised academic structure	Academic working group formed and recommendations provided to the chancellor on 9/30/21	TBD

Operational Goals and Metrics	Baseline	Five-Year Goal
Identify at least 25 processes to review and potentially update annually	Scheduled to begin January 2022	125 processes reviewed, adjusted as necessary, or recommended for LEAN
Complete at least four in-depth LEAN process improvements annually and measure time/money savings over time	Scheduled to begin January 2022	20 LEAN process improvements complete with associated time and money savings quantified
Map communications process flows across campus in support of CRM	Scheduled to begin January 2022	June 30, 2022, completion
Integrate at least 25 IT systems to increase efficiency and decrease silos	Scheduled to begin January 2022	25 integrations; connecting systems, software, and operations to allow for efficient flow of information.

## EMBODYING THE MODERN R1, LAND-GRANT UNIVERSITY

Connect with every Tennessean and with communities around the world,  
inspiring future Volunteers to join our diverse community

<b>Transformational Progress</b>	<b>Baseline</b>	<b>Five-Year Goal</b>
Expand definition of service, Extension, and engagement aligned with Volunteer identity	Multiple decentralized definitions	Single unified definition that inspires widespread participation
Establish and resource alignment coalition	Does not exist	A formalized coalition of campus units that aligns the university and organizes stakeholders around our shared service, outreach, extension, and engagement goals
<b>Operational Goals and Metrics</b>	<b>Baseline</b>	<b>Five-Year Goal</b>
Increase the number of off-campus engagements with Tennessee communities by 25% (events, outreach efforts, Extension activities, and other community engagement opportunities)	116,400	145,500
Recruit and identify an alumni area representative for 80% of the counties in Tennessee (76 out of 95) to serve as a point of contact and community engagement connection for extension agents, admissions recruiters, advancement officers, alumni affairs staff, and others	4	76
Consistently measure effectiveness of alumni engagement events and public extension programs and maintain an average Net Promoter Score above 70	To be established in fall 2022	Net Promoter Score above 70
Devise an institutional reputation index and improve on the metric year over year	To be established in spring 2022	TBD



# THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

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## AGENDA ITEM SUMMARY

Meeting Date: October 22, 2021  
Item: **Consent Agenda**  
Type: Action  
Presenter: John C. Compton, Chair

### **Background Information**

Items on the Consent Agenda will not be presented or discussed in the Board meeting unless a Board member requests removal of an item from the Consent Agenda. In accordance with the Bylaws, before calling for a motion to approve the Consent Agenda, the 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 President or the Secretary before the meeting.

### **Board Action**

If there are no requests to remove items on the Consent Agenda, the Chair will call for a motion to omit the reading of the minutes of the prior meeting and to approve the items on the Consent Agenda.



# THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

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## AGENDA ITEM SUMMARY

Meeting Date: October 22, 2021

Item: **2020-21 Annual Report to the General Assembly**

Type: Action

9.2

State law requires the Board of Trustees to submit an annual report to the General Assembly including enrollment information, financial information, and other information about the operations of the University. The Annual Report for 2020-21 follows.

Resolved: The Board of Trustees approves the 2020-21 Annual Report to the General Assembly as presented in the meeting materials, which shall be attached to this Resolution after adoption.

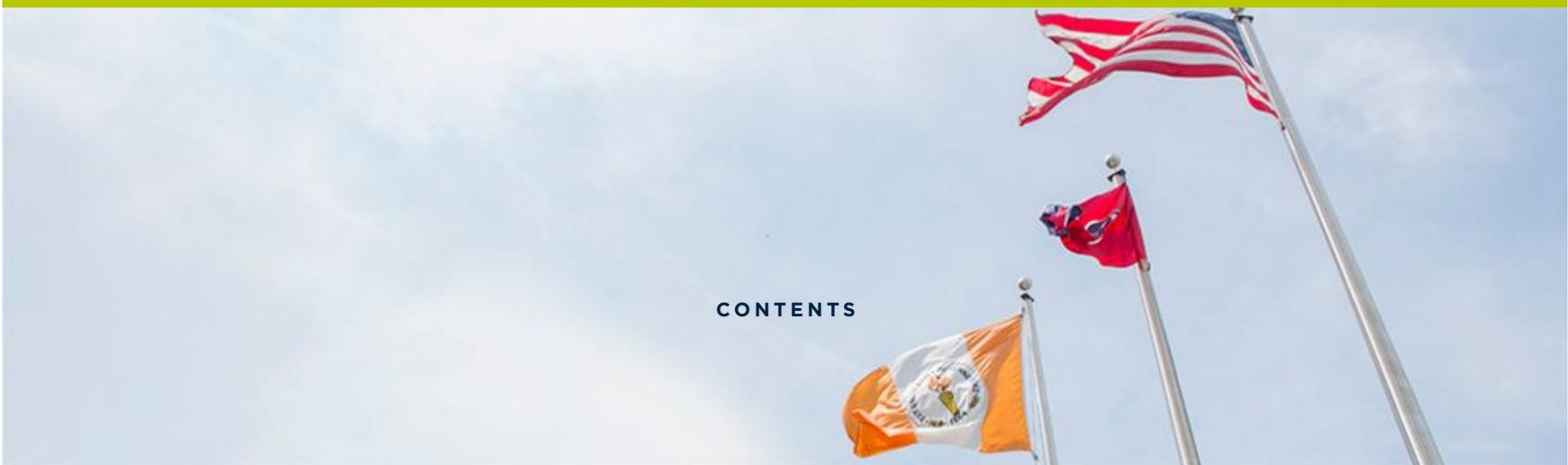
ANNUAL REPORT TO THE  
GENERAL ASSEMBLY  
2021



9.2



9.2



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ANNUAL REPORT TO THE GENERAL ASSEMBLY



**From  
President  
Randy Boyd**

Serving every Tennessean - that's a bold statement and an arduous goal but it's exactly what we aim to do at the University of Tennessee.

Despite all of the challenges we continue to face, or perhaps because of them, the University of Tennessee System has come together, seeing this moment in time as an opportunity to dig deep

and redefine our values, to remember our mission of serving every Tennessean, to explore novel ways of delivering assistance and support in each of our 95 counties, to examine how we can bridge gaps, fill voids, find solutions and improve life in our great state.

With campuses in Knoxville, Chattanooga, Martin, the Health Science Center in Memphis, the Space Institute in Tullahoma, the statewide Institute of Agriculture, the Institute for Public Service, and now our newest campus in Pulaski, the UT System provides a powerful force to help solve grand challenges in our state and nation unlike any time in our history.

It is important to note that the significant investment from the state has enabled the University to become a more impactful partner. Now more than ever, we have the intellectual capital, the geographic reach, and the sustainability to be a lead partner with the State in taking on the grand challenges to create better communities in Tennessee, across our country and around the world. We believe in diversity of thought and in the intellectual pursuit of knowledge and constructive conversations.

In addition to the state's support, these four things will help us be successful: a compelling mission that is inspiring and aspiring, a strategy to get there, great people and a set of values that define our culture.

ANNUAL REPORT TO THE GENERAL ASSEMBLY

In 2021, we began implementation of our **Be One UT values**:

- **Bold and impactful** - Serving the state by tackling grand challenges
- **Embrace diversity** - Respecting our individual and organizational uniqueness that makes us stronger
- **Optimistic and visionary** - Empowering courageous leadership
- **Nimble and innovative** - Inspiring creative and transformational action
- **Excel in all we do** - Committing to continuous improvement and outstanding performance
- **United and connected** - Collaborating internally and externally for greater collective impact
- **Transparent and trusted** - Fostering integrity through openness, accountability and stewardship

These values underscore the importance of working together as a team, to blaze new trails in making this the greatest decade yet. Because we know when the University of Tennessee succeeds, so, too, does the state and its residents.

As I've said many times before, 2020 did not defeat us, rather it defined us...and, in many ways, it propelled us into a serendipitous 2021 where new ideas and opportunities presented themselves for UT to act in bold and innovative ways. Working together, we continue to make the most of every moment to make this the greatest decade in UT history.

A handwritten signature in black ink, appearing to be 'R. B. T.', written in a cursive style.

9.2



9.2

MILESTONES

**Continuing to lead through the pandemic**

As the COVID-19 pandemic continues to impact our country, the UT Health Science Center (UTHSC) also continues to lead the way in combating the virus as the state’s public academic health care institution in a variety of ways:



- Training programs on the proper protocol for collecting test samples used by hospitals, clinical care providers and testing sites across Tennessee.
- Working together with UT Knoxville and Oak Ridge National Laboratory (ORNL), utilizing the Summit supercomputer to simulate, identify and test therapeutics.
- Partnering with Regional One Health, UTHSC was involved in a clinical trial to evaluate Regeneron for the treatment and prevention of COVID-19.
- Working alongside colleagues at the University of New Mexico, three drugs already approved for other uses in humans were identified as possible therapeutics for COVID-19.
- UTHSC is working with Moderna and other pharmaceutical companies to test the effectiveness of vaccines against new, emerging strains of COVID-19.
- Alongside ORNL, UTHSC is exploring at-home testing options that can be done with a simple breath of air.

At UT Knoxville, the Boyd Center for Business and Economic Research is tracking how COVID-19 is affecting our state’s economy while UT Libraries is chronicling the history of the virus so that future generations can learn what



it was like to live to live through a global pandemic in areas of food consumption, workplace design and more.

Created and convened OneUT Mental Health systemwide task force to develop a strategy for building a more robust and supportive mental health culture, identify national best practices, establish opportunities to strengthen student support and develop systemwide benchmarks to track successes and opportunities.

**Unprecedented investment by the Tennessee General Assembly**

Tennessee General Assembly passed its FY21-22 budget that included many critical investments for the UT System, its campuses and institutes. Notable were investments in UT employees, the Oak Ridge Innovation Institute, capital projects across the system, and the acquisition of a new campus in southern Middle Tennessee. The importance of such impactful state support cannot be overstated.



9.2



### UT Southern

Education is the key to our state’s growth and success, and the UT System’s role in increasing access to affordable higher education to all Tennesseans is critical. With the support of our UT Board of Trustees, the Gov. Bill Lee, the Tennessee General Assembly and a variety of educational oversight boards, the acquisition of Martin Methodist College—a 150-year old private college in Pulaski, Tennessee— became a reality. Martin Methodist College, now known as UT Southern, became the first new UT campus in 50 years. High school graduates in southern middle Tennessee now have an affordable, nearby higher education option to receive a world-class education close to home. The next step for UT Southern will be its inclusion in the Tennessee code during the 2022 legislative session.

### Research

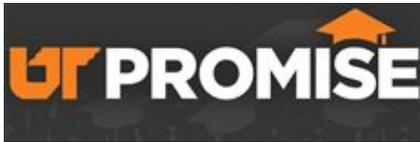
- The UT-Oak Ridge Innovation Institute work is underway. Joan Bienvenue was hired as the first permanent executive director and vice provost. The institute launched three seed projects to faculty at UT Knoxville and UT Chattanooga, welcomed a talented group of diverse undergraduate students for immersive interdisciplinary research experiences this summer and developed modular coursework to expose graduate students to diverse ideas and concepts.

- The Spark Innovation Center at the UT Research Park partnered to win a large award to offer an annual Spark Cleantech Accelerator from the U.S. Economic Development Administration.



- UT, ORNL and TVA partnered in an unprecedented way to bring the Techstars Industries of the Future Accelerator to Oak Ridge and Knoxville. The program will welcome its first cohort of 10 top-potential startup companies in January of 2022.

## Delivering on the promise



UT Promise provides a ladder up to the working and middle classes by providing a last-dollar scholarship opportunity to students who qualify. At its core, UT Promise

is a meaningful community service program and a mentoring partnership to help ensure success.

- Recruited more than 7,400 student applicants and 1,853 mentors; launched in Fall 2020 with 1,191 eligible students.
- Completion of more than 39,000 community 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.
- Received more than \$30 million in commitments and/or donations from 968 donors for UT Promise systemwide.

## SMART

In 2020, UT established the Substance Misuse and Addiction Resource for Tennessee (SMART) Policy Network to serve as a hub across the UT System to increase collaboration between disciplines, researchers, and community members to enhance efforts across the system. In its initial work, SMART has provided a forum for policy makers and addiction experts from across the state to examine policy that will improve the health and welfare of Tennesseans who suffer from substance use disorder.

## Implementation of the strategic plan

The UT System strategic plan establishes a vision and direction for the University's success. Clearly defined goals ensure good stewardship and purposeful use of resources. While each of our UT campuses has its own strategic plan, the UT System strategic plan sets the direction and vision for UT as a whole. Through collaboration with UT campuses and institutes, the UT System plan outlines opportunities and risks for the university and pinpoints where important investments are needed to strategically address our greatest challenges during the next five years, focusing on five pillars, which are undergirded by diversity and inclusion:

- Enhancing Educational Excellence
- Expanding Research Capacities
- Fostering Outreach and Engagement
- Ensuring Workforce and Administrative Excellence
- Advocating for UT

9.2



## What's next:

### ◦ **Next gen leadership**

The most important responsibility housed within the UT System is hiring outstanding leaders to guide and direct our campuses and institutes. The Health Science Center, together with its clinical practice plans, employs more than 6,000 people statewide and its faculty members comprise one of the largest practice groups in the region. It is also the largest educator of health care professionals in the state including the state's largest residency and fellowship advanced training programs. We will be looking for a dynamic leader to replace retiring Chancellor Steve Schwab. At the UT Institute for Agriculture, we will be filling the large shoes of Dr. Tim Cross as we look for our next senior vice chancellor/senior vice president. The next leader at UTIA will work to continue to advance UT's land-grant mission of teaching, research, and outreach. Collectively these two leaders will play a critical role in building the greatest decade in UT history.

### ◦ **UT Online**

UT Online is 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. While remaining committed to providing physical spaces for students to learn, 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. We are excited to conduct a system-wide pilot that will launch in Fall 2021.

### ◦ **Increasing enrollment**

Consistent with our goal to provide high-quality public education to the residents of Tennessee, and in support of the Drive to 55, we aspire to increase total enrollment (graduate and undergraduate) by 2% systemwide.

### ◦ **Ensuring success for UT Southern**

In June, the UT Board of Trustees with the support of the state, took a bold step in creating a new opportunity to increase access to education in our state with the acquisition of Martin Methodist College, now known as UT Southern. We are committed to ensuring success for our first new campus since UT Chattanooga joined 50 years ago. While rising applications indicate an increased interest in the new campus, we comforted knowing that existing capital infrastructure can support double the current enrollment. UT Southern is 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.

### ◦ **Stewardship of Wildwood Farm**

June 2021 marked the largest gift ever received in UT history with the Letter of Intent to transfer Wildwood Farm to UT Martin. Thanks to the generosity of Melanie Smith Taylor and her family, Wildwood Farm will allow UT Martin to increase educational program offerings in veterinary health technology and other agricultural disciplines, leaving a lasting legacy for countless generations. The farm includes 350 acres of mixed pasture and mature oak woodlots surrounded by dense residential development. It will be incumbent upon us to honor the transformational gift provided by the Taylor family by providing much-needed hands-on teaching in agricultural sciences.

### ◦ **Safeguarding the success of the RiverLine project**

This regional initiative for a 652-mile paddle-hike-bike trail along the Tennessee River has now moved from critical research and concept planning to public outreach, events, grants, equipment and infrastructure investment. This momentum reflects the essential support of the initiative's principal partners, UT Knoxville, and the Tennessee Valley Authority, plus the support of many other partners.

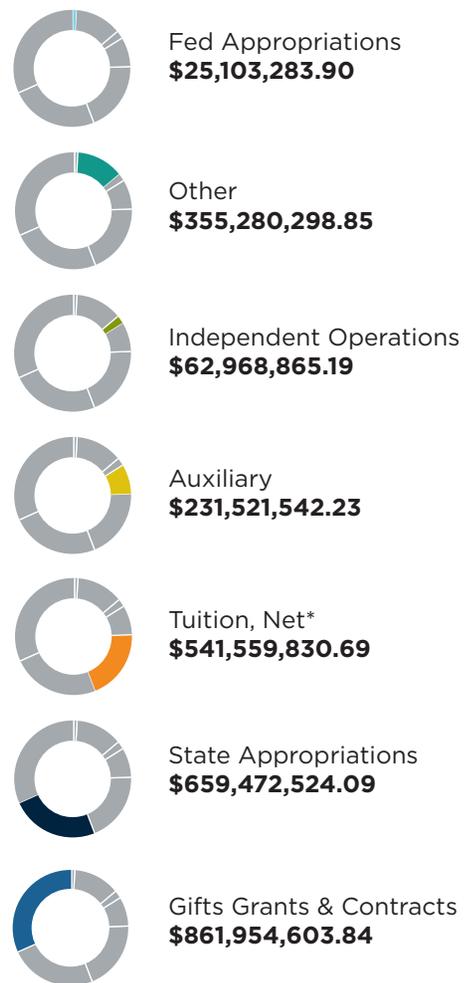
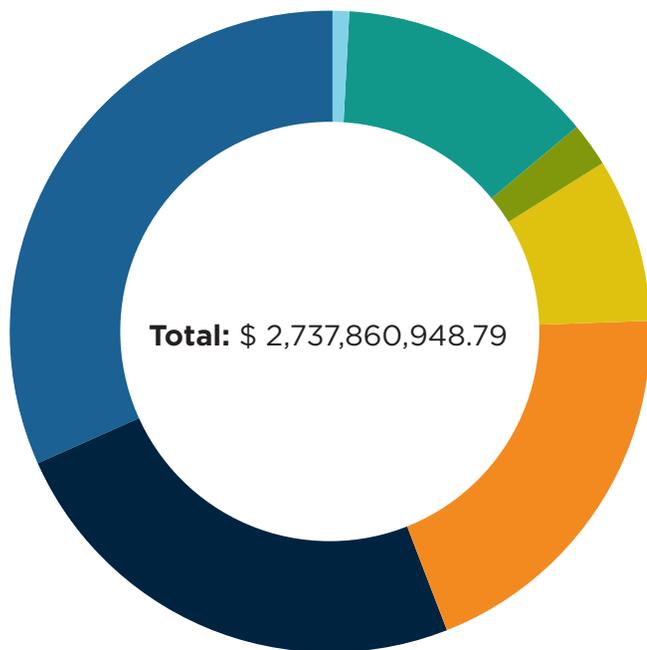
### ◦ **SMART**

In 2021, SMART will work to identify opportunities across the UT System for synergy as well as additional opportunities to work in the local community level. In the coming months, UT will begin to transition SMART to be housed within the University of Tennessee Institute for Public Service (IPS). IPS has a long-standing history of providing localities in all 95 Tennessee counties with technical assistance, consulting, and education while working under the mission of serving business and government to improve the lives of Tennesseans. For the past 50 years, IPS has developed programs in response to needs across the state, and is now in a unique position to tackle one of the state's most challenging problems - the opioid and substance use crisis. Moving SMART under IPS will be a valuable addition to IPS and the state, providing statewide assistance to mitigate the consequences of the opioid crisis and substance use in Tennessee, allowing the agency to utilize existing resources and expertise through the UT System and expand efforts by way of the already existing IPS and Extension relationships and connections.

FINANCIALS

Sources of Current Funds

FOR THE FISCAL YEAR ENDED JUNE 30, 2021\*



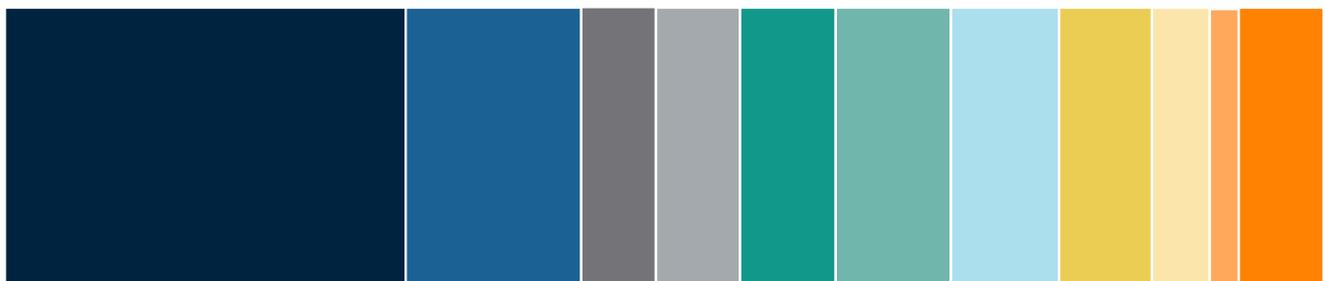
*\*Unaudited  
\*Gross tuition of \$814,269,692 is presented net of tuition discounts and allowances of \$272,709,861.*

9.2

FINANCIALS

**Uses of Current Funds**

FOR THE FISCAL YEAR ENDED JUNE 30, 2021\*



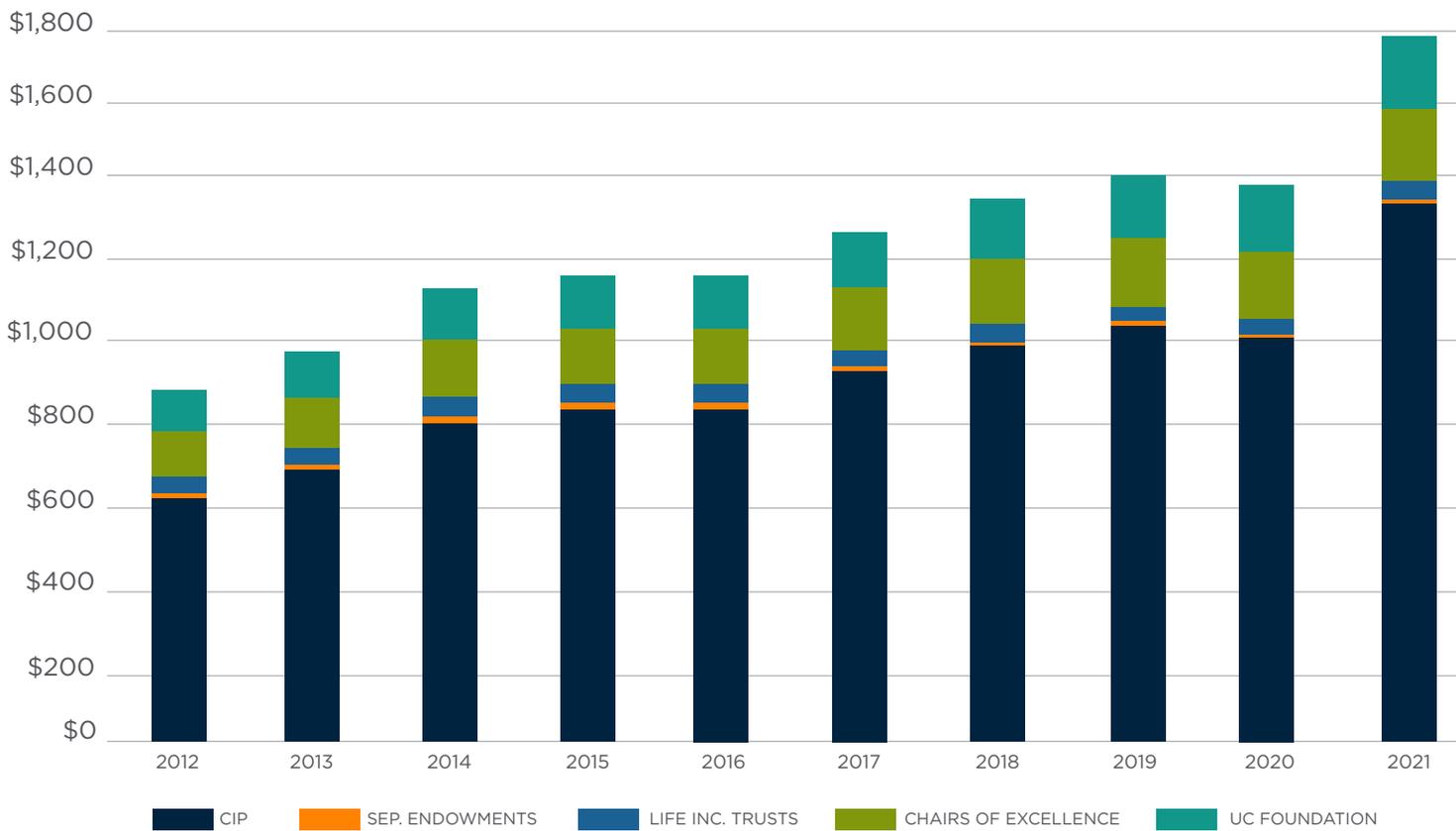
● Instruction	706,560,400.12	30.2%	● Physical Plant	165,278,675.58	7.1%
● Research	314,885,435.21	13.4%	● Student Services	100,003,635.55	4.3%
● Student Aid	136,364,720.06	5.8%	● Independent Operations	53,244,217.36	2.3%
● Public Service	148,195,662.54	6.3%	● Depreciation	148,055,856.51	6.3%
● Auxiliary Enterprises	171,155,024.01	7.3%			
● Academic Support	206,113,683.53	8.8%			
● Institutional Support	191,336,671.53	8.2%			

**Total: \$ 2,341,193,982.00**

9.2

FINANCIALS

**Total Funds Invested for the Benefit of UT, 2012-2021**



	CIP	SEP. ENDOWMENTS	LIFE INC. TRUSTS	CHAIRS OF EXCELLENCE	UC FOUNDATION	TOTAL ASSETS
<b>2012</b>	\$ 601	\$ 11	\$ 42	\$ 114	\$ 101	\$ 869
<b>2013</b>	\$ 672	\$ 12	\$ 44	\$ 123	\$ 112	\$ 963
<b>2014</b>	\$ 791	\$ 15	\$ 50	\$ 139	\$ 127	\$ 1,122
<b>2015</b>	\$ 822	\$ 15	\$ 44	\$ 137	\$ 131	\$ 1,150
<b>2016</b>	\$ 820	\$ 14	\$ 43	\$ 140	\$ 125	\$ 1,141

	CIP	SEP. ENDOWMENTS	LIFE INC. TRUSTS	CHAIRS OF EXCELLENCE	UC FOUNDATION	TOTAL ASSETS
<b>2017</b>	\$ 911	\$ 15	\$ 42	\$ 152	\$ 135	\$ 1,255
<b>2018</b>	\$ 976	\$ 10	\$ 43	\$ 160	\$ 149	\$ 1,339
<b>2019</b>	\$ 1,025	\$ 9	\$ 40	\$ 167	\$ 153	\$ 1,394
<b>2020</b>	\$ 990	\$ 9	\$ 38	\$ 170	\$ 164	\$ 1,371
<b>2021</b>	\$ 1,324	\$ 10	\$ 45	\$ 210	\$ 202	\$ 1,791

9.2

ENROLLMENT

University of Tennessee  
Fall Student Enrollments Headcount

	2017	2018	2019	2020	2021*	1-Yr Change N	%	% 5-Yr CHANGE	5-Yr TREND
<b>UT SYSTEM</b>									
Undergrad	39,162	40,043	40,589	41,184	42,207	1,023	2.5%	7.8%	↗
Grad / Professional	10,717	10,767	10,993	11,375	11,778	403	3.5%	9.9%	↗
<b>Total</b>	<b>49,879</b>	<b>50,810</b>	<b>51,582</b>	<b>52,559</b>	<b>53,985</b>	<b>1,426</b>	<b>2.7%</b>	<b>8.2%</b>	↗
<b>UT KNOXVILLE</b>									
Undergrad	22,317	22,815	23,290	24,254	25,067	813	3.4%	12.3%	↗
Grad-Academic	5,280	5,350	5,431	5,558	5,891	333	6.0%	11.6%	↗
Grad-Professional	724	729	739	747	743	(4)	-0.5%	2.6%	↔
Total Graduate/Prof	6,004	6,079	6,170	6,305	6,634	329	5.2%	10.5%	↗
<b>Total</b>	<b>28,321</b>	<b>28,894</b>	<b>29,460</b>	<b>30,559</b>	<b>31,791</b>	<b>1,142</b>	<b>3.7%</b>	<b>11.9%</b>	↗
<b>Knoxville Campus</b>									
Undergrad	22,317	22,815	23,290	24,254	25,067	813	3.4%	12.3%	↗
Grad	5,523	5,606	5,719	5,841	6,169	328	5.6%	11.7%	↗
<b>Total</b>	<b>27,840</b>	<b>28,421</b>	<b>29,009</b>	<b>30,095</b>	<b>31,236</b>	<b>1,141</b>	<b>3.8%</b>	<b>12.2%</b>	↗
<b>Vet Med</b>									
Undergrad	-	-	-	-	-	-	-	-	↔
Grad	373	369	370	381	380	(1)	-0.3%	1.9%	↔
<b>Total</b>	<b>373</b>	<b>369</b>	<b>370</b>	<b>381</b>	<b>380</b>	<b>(1)</b>	<b>-0.3%</b>	<b>1.9%</b>	↔
<b>Space Institute</b>									
Undergrad	-	-	-	-	-	-	-	-	↔
Grad	108	104	81	83	85	2	2.4%	-21.3%	↘
<b>Total</b>	<b>108</b>	<b>104</b>	<b>81</b>	<b>83</b>	<b>85</b>	<b>2</b>	<b>2.4%</b>	<b>-21.3%</b>	↘
<b>UT CHATTANOOGA</b>									
Undergrad	10,176	10,195	10,239	10,311	10,016	(295)	-2.9%	-1.6%	↘
Grad	1,411	1,393	1,351	1,384	1,441	57	4.1%	2.1%	↘
<b>Total</b>	<b>11,587</b>	<b>11,588</b>	<b>11,590</b>	<b>11,695</b>	<b>11,457</b>	<b>(238)</b>	<b>-2.0%</b>	<b>-1.1%</b>	↘
<b>UT MARTIN</b>									
Undergrad	6,330	6,674	6,763	6,395	6,007	(388)	-6.1%	-5.1%	↘
Grad	442	374	517	722	705	(17)	-2.4%	59.5%	↘
<b>Total</b>	<b>6,772</b>	<b>7,048</b>	<b>7,280</b>	<b>7,117</b>	<b>6,712</b>	<b>(405)</b>	<b>-5.7%</b>	<b>-0.9%</b>	↘
<b>UT SOUTHERN (MARTIN METHODIST COLLEGE PRIOR TO 2021)</b>									
Undergrad	977	901	890	791	852	61	7.7%	-12.8%	↘
Grad	11	9	14	21	24	3	14.3%	118.2%	↘
<b>Total</b>	<b>988</b>	<b>910</b>	<b>904</b>	<b>812</b>	<b>876</b>	<b>64</b>	<b>7.9%</b>	<b>-11.3%</b>	↘
<b>UT HEALTH SCIENCE</b>									
Undergrad	339	359	297	224	265	41	18.3%	-21.8%	↘
Grad-Academic	1,099	1,133	1,154	1,159	1,190	31	2.7%	8.3%	↘
Grad-Professional	1,761	1,788	1,801	1,805	1,784	(21)	-1.2%	1.3%	↘
Total Graduate/Prof	2,860	2,921	2,955	2,964	2,974	10	0.3%	4.0%	↘
<b>Total</b>	<b>3,199</b>	<b>3,280</b>	<b>3,252</b>	<b>3,188</b>	<b>3,239</b>	<b>51</b>	<b>1.6%</b>	<b>1.3%</b>	↘

NOTES:

\* 2021 UT System numbers include UT Southern; prior years do not include UT Southern.  
Includes non-degree seeking and dual enrollment (high school) students  
Excludes students enrolled in audited classes and co-op courses  
UTK includes Space Institute and Veterinary Medicine students  
UTHSC excludes Residents in Health Sciences  
Grad- Professional = Medicine: MD, Dentistry: DDS, Pharmacy: PHARMD, Law: JD, and Vet Med: DVM



9.2

The University of Tennessee is an EEO/AA/Title VI/Title IX/Section 504/ADA/ADEA Institution.



# THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

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## AGENDA ITEM SUMMARY

Meeting Date: October 22, 2021

Item: **Approval of Amendments to UTC Advisory Board Bylaws**

Type: Action

### **Background Information**

Tennessee Code Annotated § 49-9-502(c) and Section 11.2 of the First Amended and Restated Bylaws of the University of Tennessee at Chattanooga Campus Advisory Board provide that bylaws amendments duly approved by the UTC Advisory Board must be approved by the Board of Trustees in order to become effective.

At its regular meeting held on May 6, 2021, the UTC Advisory Board approved the following amendments to its Bylaws:

- Insertion of a table of contents and section headings to improve the ease of navigating and locating information in the Bylaws;
- Sections 3.6 and 3.7 were added to incorporate the statutory requirements for filling advisory board member vacancies in accordance with the provisions of the UT FOCUS Act. (Tennessee Code Annotated § 49-9-501 *et seq.*)

The proposed Second Amended and Restated Bylaws of the UTC Advisory Board are set forth in Attachment A (the “Revised Bylaws”).

On behalf of the UTC Advisory Board, Chancellor Angle is presenting the Revised Bylaws for consideration by the Board of Trustees.

### **Board Action**

Resolved: The Second Amended and Restated Bylaws of the University of Tennessee at Chattanooga Advisory Board, as reflected in Attachment A, are hereby approved and shall be effective immediately.

9.3

**~~FIRST-SECOND~~ AMENDED AND RESTATED BYLAWS  
OF  
THE UNIVERSITY OF TENNESSEE AT CHATTANOOGA  
ADVISORY BOARD**

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9.3

## Article I Name and Purpose

**Section 1.1 Name.** This advisory board has been established pursuant to Tennessee Code Annotated §§ 49-9-501 through -503 and shall be known as The University of Tennessee at Chattanooga Advisory Board, hereinafter referred to in these Bylaws as “Advisory Board.”

**Section 1.2 Purpose.** The purpose of the Advisory Board shall be to carry out the responsibilities outlined in Section 2.1 of these Bylaws.

## Article II Responsibilities

**Section 2.1 Enumerated Responsibilities.** Pursuant to Tennessee Code Annotated § 49-9-503(a), the Advisory Board shall have the following responsibilities:

- (a) Submit a recommendation regarding the proposed operating budget, including tuition and fees, for the campus in accordance with the process established by the University of Tennessee (“University”) Board of Trustees (“Board of Trustees”) pursuant to Tennessee Code Annotated § 49-9-209(d)(1)(N);
- (b) Submit a recommendation regarding the strategic plan for the campus in accordance with the process established by the Board of Trustees pursuant to Tennessee Code Annotated § 49-9-209(d)(1)(O);
- (c) Advise the Chancellor regarding operations and budget, campus master plan, campus life, academic programs, policies, and other matters related to the campus and as may be requested by the Chancellor from time to time;
- (d) Under the leadership of the Chancellor, seek to promote the overall advancement of the campus and The University of Tennessee System;
- (e) Advise the Board of Trustees or the President on matters related to the campus or the system as may be requested by the President or the Board of Trustees from time to time; and
- (f) Comply with the Tennessee Open Meetings Act, Tennessee Code Annotated § 8-44-101 *et seq.* except as authorized by a statutory or judicially recognized exception to the Tennessee Open Meetings Act.

**Section 2.2 Conflict with Board of Trustees Prohibited.** As provided by Tennessee Code Annotated § 49-9-503(b), the responsibilities of, and any actions taken by, the Advisory Board shall not conflict with or inhibit the authority of the Board of Trustees.

**Section 2.3 Member Responsibilities.** Each member shall conduct any efforts on behalf of the Advisory Board within the scope of the responsibilities provided in

Section 2.1 of these Bylaws and in compliance with applicable University policies.

### Article III Membership

**Section 3.1 General.** Membership on the Advisory Board is governed by the provisions of Tennessee Code Annotated § 49-9-501. The following sections represent a summary of some of the key statutory provisions.

**Section 3.2 Number of Members and Appointing Authority.** Pursuant to Tennessee Code Annotated §§ 49-9-501, the Advisory Board shall consist of five (5) members appointed by the Governor, one (1) faculty member appointed by the campus Faculty Senate, and one (1) student appointed by the Advisory Board. The Chancellor shall ensure that each new member receives a copy of these Bylaws and is notified of the expectations and responsibilities of membership.

**Section 3.3 Term of Members Appointed by the Governor.** The terms of the initial members appointed by the Governor shall be two (2), three (3), and four (4) years, as designated by the Governor, beginning on the date of appointment and ending on June 30 of the last year of the designated term. For all subsequent appointments by the Governor, the term shall be four (4) years from July 1 through June 30. All members appointed by the Governor must be confirmed by joint resolution of both houses of the Tennessee General Assembly; provided that if the General Assembly is not in session when an appointment is made, the members shall serve for the appointed term unless the appointment is not confirmed within ninety (90) calendar days after the General Assembly next convenes in regular session. Members may not serve more than two (2) consecutive terms but may be reappointed after four (4) years have elapsed since the last date of service on the Advisory Board.

**Section 3.4 Term of the Faculty Member.** The term of the initial faculty member shall begin on the date of the initial meeting of the Advisory Board and end on June 30 of the next year. For all subsequent faculty member appointments, the term shall be two (2) years beginning July 1 and ending June 30.

**Section 3.5 Term of the Student Member.** The term of the initial student member shall begin on the date of appointment by the Advisory Board and end on June 30 of the same year. For all subsequent student member appointments, the term shall be one (1) year beginning July 1 and ending June 30.

**Section 3.6 Governor-Appointed Board Member Vacancies.** If a vacancy on the Advisory Board occurs by death, disability, or resignation of a Governor-appointed board member, the Governor shall appoint a successor for the remainder of the term. If a vacancy occurs by reason of expiration of a term, the board member whose term has expired will serve until a successor is appointed. If the Tennessee General Assembly is not in session at the time a member is appointed by the Governor to fill

a vacancy resulting from the expiration of a term, the member whose term has expired will serve until a new appointee is confirmed by joint resolution of both houses of the Tennessee General Assembly. If the Tennessee General Assembly is not in session at the time a member is appointed by the Governor to fill a vacancy not resulting from the expiration of a term, the new appointee will serve for the term appointed unless the appointment is not confirmed by joint resolution of both houses of the Tennessee General Assembly within ninety (90) calendar days after the Tennessee General Assembly next convenes in regular session following such appointment.

**Section 3.7 Student and Faculty Board Member Vacancies.** The cessation of the faculty member's employment or full-time faculty status with the University during the faculty member's appointment term vacates the faculty member position on the Advisory Board, and the Governor shall appoint a faculty member satisfying the eligibility requirements for serving on the Advisory Board as a successor for the remainder of the term. The cessation of the student member's full-time enrollment status during the student member's appointment term (excluding enrollment status during the summer semester) vacates the student member's position on the Advisory Board, and the Governor shall appoint a student satisfying the eligibility requirements for serving on the Advisory Board as a successor for the remainder of the term.

9.3

## Article IV Conflict of Interests

**Section 4.1 General Conflict of Interests.** Members shall not use the authority, title, prestige, or other attribute of the office to acquire benefit or gain for themselves or for any relative. Nor shall members use the authority, title, prestige, or other attribute of the office to obtain favored consideration or treatment of any person, including but not limited to efforts to influence administrative decisions with respect to an individual's admission, employment, discipline, or similar matters. Members shall not knowingly accept any gift, favor, or gratuity from any person or entity that could reasonably be expected to affect the member's independence of judgment in performing official duties; however, this shall not be construed to prohibit acceptance of benefits from the University provided to all members by virtue of the office or provided in connection with donations to the University.

**Section 4.2 Financial Conflict of Interests.** It shall be the duty of each member of the Advisory Board to avoid any financial conflict of interests as defined in this Section 4.2. Tuition and fee payments, scholarships and other financial aid awards, and donations do not constitute a financial conflict of interests. Salary, a stipend, and other compensation for services paid by the University to the faculty member and student member of the Advisory Board do not constitute a financial conflict of interests.

Attachment A

**Section 4.2(a) Direct Interest.** A financial conflict of interests exists when a member has a direct interest in a contract with the University. “Direct interest” means a contract with the member personally or with any business in which the member is the sole proprietor, a partner, or the person having the controlling interest. The interests of a member’s spouse and children shall be treated as the member’s interest for the purpose of determining whether the member has a direct interest. “Controlling interest” means the individual with the ownership or control of the largest number of outstanding shares owned by any single individual or corporation.

**Section 4.2(b) Indirect Interest.** A financial conflict of interests also exists when a member has an indirect interest in a contract with the University unless the member has disclosed his or her interest in accordance with Section 4.2(c). “Indirect interest” means a contract in which the member has an interest that is not a “direct interest” as defined in Section 4.2(a). The interests of a member’s spouse and children shall be treated as the member’s interest for the purpose of determining whether the member has an indirect interest.

**Section 4.2(c) Attempt to Influence a University Contract.** A member shall not attempt to influence any person who is involved in making or administering a contract with the University if the member would derive a direct benefit from the contract. Nor shall a member solicit or receive any gift, reward, or promise of reward in exchange for recommending, influencing, or attempting to influence the award of a contract by the University. This Section 4.2(c) shall not be construed as constraining the faculty member of the Advisory Board, as part of their normal faculty duties, from pursuing externally-funded contracts or grants for the University which may potentially benefit the faculty member directly or indirectly.

**Section 4.2(d) Disclosure of Financial Interests.** Initial members of the Advisory Board shall file a disclosure of financial interests with the Chancellor within thirty (30) calendar days after the called initial meeting of the Advisory Board. Thereafter, new members of the Advisory Board shall file the disclosure with the Chancellor within thirty (30) calendar days of appointment. After filing the disclosure, a member who becomes aware of a financial interest that may constitute a conflict of interest as defined in this Section 4.2 shall provide written notice to the Chancellor within seven (7) calendar days.

**Section 4.2(e) Addressing Financial Conflicts of Interest.** The Chancellor shall review all disclosures of financial interests filed by members with the Chair of the Advisory Board. It shall be the responsibility of the Chancellor to take necessary or appropriate steps to address any potential or actual financial conflict of interests of any member.

## Article V Officers

**Section 5.1 Chair.** The presiding officer of the Advisory Board shall be the Chair,

who shall be elected by the Advisory Board. The term of the initial Chair shall begin on the date of election and end on June 30 of the following year. Thereafter, the term of the Chair shall begin on July 1 and end on June 30 of the second succeeding year. The Chair may not be elected to more than three (3) consecutive terms except upon the affirmative roll-call vote of a majority of the total membership. The Chair shall preside at all meetings of the Advisory Board; shall be responsible, in consultation with the Chancellor, for coordinating the work of the Advisory Board; and shall be the spokesperson for the Advisory Board. If the Chair knows in advance that he or she will not be able to attend a meeting, the Chair shall appoint a Chair *pro tem* to preside over the meeting. In the unexpected absence of the Chair, the Chancellor shall preside over the meeting until the Advisory Board acts to appoint a Chair *pro tem*.

**Section 5.2 Secretary.** On the recommendation of the Chancellor, the Advisory Board shall elect a member of the campus administrative staff to serve as Secretary. The Secretary shall serve at the pleasure of the Advisory Board and without a definite term. The Secretary shall assist the Chair and the Chancellor in preparing the agenda and materials for Advisory Board meetings; prepare and maintain minutes of Advisory Board meetings; maintain a current set of the Bylaws and a record of all Bylaw amendments; and maintain all records pertaining to the business of the Advisory Board, except as may be otherwise provided by policies of the Board of Trustees or the University.

## Article VI Operating Budget

**Section 6.1 General.** Financial support for the work of the Advisory Board shall be provided exclusively from the campus operating budget through established budgetary procedures. The Advisory Board's receipts and expenses shall be budgeted and accounted for in separate accounts. The accounts shall be specifically identifiable in the detail of the operating budget.

## Article VII Meetings

**Section 7.1 Regular Meetings.** In accordance with Tennessee Code Annotated § 49-5-502(a), the Advisory Board shall hold at least three (3) regular meetings each year on a day or days determined by the Advisory Board from year to year.

**Section 7.2 Special Meetings.** Special meetings of the Advisory Board may be called by the Chair or the Chancellor when deemed necessary.

**Section 7.3 Location of Meetings.** Regular and special meetings of the Advisory Board may be held at any location in Hamilton County, Tennessee.

**Section 7.4 Notice of Meetings.** Notice of meetings may be delivered to members by

postal mail, courier, electronic mail, or facsimile transmission. As required by Tennessee Code Annotated § 8-44-103(a) and (b), adequate public notice shall be given of all regular and special meetings. Notice of a regular meeting shall be provided at least seven (7) days in advance of the meeting date.

**Section 7.5 Meetings Open to the Public.** In compliance with Tennessee Code Annotated § 49-9-503(a)(6), meetings of the Advisory Board shall be open to the public except as authorized by a statutory or judicially recognized exception to the Tennessee Open Meetings Act.

**Section 7.6 Agenda.** An agenda for every meeting of the Advisory Board shall be prepared by the Chancellor in consultation with the Chair and with the assistance of the Secretary. The agenda shall list in outline form each item to be considered at the meeting. When feasible, a copy of the agenda, with any proposed resolutions or reports to be considered at the meeting, shall be made available to the Advisory Board and the public at least seven (7) days in advance of the meeting. When not feasible, a copy of the agenda, with any proposed resolutions or reports to be considered at the meeting, otherwise shall be provided to the Advisory Board and made available to the public before the meeting date. Items not appearing on the agenda of a regular meeting may be considered only upon an affirmative roll-call vote of a majority of the total voting membership of the Board. Items not stated in the call of a special meeting may not be considered at the meeting.

**Section 7.7 Manner of Voting.** In accordance with the Tennessee Open Meetings Act, all votes by the Advisory Board shall be by public voice vote, public ballot, or public roll-call vote, and proxy votes are not allowed. A public roll-call vote shall be required on the following: (1) all motions related to adoption, amendment, repeal, or suspension of these Bylaws in whole or in part; and (2) on any other motion if a voting Board member present at the meeting requests a roll-call vote before a vote is taken or demands a roll-call vote before the Chair announces the result of a vote.

**Section 7.8 Participation in Meetings by Electronic or Telephonic Means.** The Chair, after consultation with the Chancellor, may allow members to participate in a meeting by any means of electronic or telephonic communication, subject to the following requirements of the Tennessee Open Meetings Act:

- (1) A quorum of four (4) members must be physically present at the location specified in the public notice as the location of the meeting.
- (2) The meeting must be audible to the public at the location specified in the public notice of the meeting.
- (3) All members must be able to hear and speak to each other during the meeting.
- (4) Any member participating by telephonic or electronic means must identify the persons present at the location from which the member is participating.
- (5) Before the meeting, any member who will not be physically present at the meeting location specified in the public notice shall be provided with documents to be discussed at the meeting with substantially the same content

as the documents presented at the meeting.  
(6) All votes shall be taken by roll call.

**Article VIII  
Quorum**

| **Section 8.1 Required Quorum.** Four (4) members shall constitute a quorum empowered to transact any business of the Advisory Board.

| **Section 8.2 Majority of Quorum Required for Action.** The action of a majority of the quorum of members present at any meeting shall be the action of the Advisory Board, except as otherwise provided in these Bylaws.

9.3

**Article IX  
Committees**

| **Section 9.1 Appointment of Committees.** The Chair is authorized to appoint such committees and committee chairs as the Chair may deem necessary from time to time.

**Article X  
Rules of Procedure**

| **Section 10.1 Adopted Rules and Policies; Robert's Rules of Order.** Questions of procedure and organization not specifically addressed in these Bylaws shall be governed by rules contained in the most current edition of *Robert's Rules of Order Newly Revised* to the extent applicable and consistent with these Bylaws and any special rules of order, standing rules, or policies adopted by the Advisory Board.

**Article XI  
Adoption, Amendment, and Repeal of Bylaws**

| **Section 11.1 Adoption.** These Bylaws shall be adopted by an affirmative two-thirds (2/3) roll- call vote of the total membership of the Advisory Board and shall be provisionally effective until subsequent review and approval by the Board of Trustees.

| **Section 11.2 Amendments; Repeal.** The Advisory Board may change these Bylaws by amendment, by adoption of one or more new Bylaws, or by repeal of one or more existing Bylaws at any regular or special meeting by an affirmative two-thirds (2/3) roll-call vote of the total membership of the Advisory Board; provided that a copy of the amendments or new Bylaws to be offered or notation of the Bylaws to be repealed shall be furnished to each member in writing at least seven (7) days in advance of the meeting; and provided further that any change to the Bylaws shall not be effective until approved by the Board of Trustees.

Attachment A

9.3



# THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

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## AGENDA ITEM SUMMARY

Meeting Date: October 22, 2021

Item: **Items from the Education, Research, and Service Committee**

Type: Action

Education, Research, and Service Committee agenda items approved in the Committee and coming forward to the full Board Consent Agenda are in the meeting book of the Committee and not repeated here.

9.4



# THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

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## AGENDA ITEM SUMMARY

Meeting Date: October 22, 2021

Item: **Items from the Finance and Administration Committee**

Type: Action

Finance and Administration Committee agenda items approved in the Committee and coming forward to the full Board Consent Agenda are in the meeting book of the Committee and not repeated here.

9.5



# THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

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## AGENDA ITEM SUMMARY

Meeting Date: October 22, 2021

Item: **Annual Reports of Related Foundations**

Type: Information

### **Background Statement**

Pursuant to the Board's Policy on Related Foundations (BT0029), an annual report is required to be delivered to the Board of Trustees that highlights the operations of each of the following related foundations:

- University of Tennessee Research Foundation;
- University of Chattanooga Foundation; and
- University of Tennessee Foundation.

The annual report for the University of Tennessee Research Foundation is included in the meeting materials of the Education, Research, and Service Committee. The annual reports for the University of Chattanooga Foundation and the University of Tennessee Foundation are attached.

# UNIVERSITY OF CHATTANOOGA FOUNDATION 2021 ANNUAL REPORT

PRESENTED TO THE  
UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES



University of Chattanooga  
Foundation, Inc.

## FROM THE EXECUTIVE DIRECTOR

Thank you for this opportunity to talk about the challenges and successes that the University of Chattanooga Foundation has had over the last year. I want to express my admiration and respect to the Office of Development and Alumni Affairs personnel and the UC Foundation Board of Trustees for their willingness to adapt in an ever-changing environment.



Working in a COVID-19 world has presented many obstacles, including the difficulty of doing business in a traditional face-to-face setting and the inability to travel. However, crises create opportunities, and we took advantage of alternative methods to conduct business.

Thanks to virtual and remote capabilities, we improved alumni engagement by growing our number of alumni connections, exceeding our objective.

The GOLD Leadership Academy, a program aimed to keep UTC graduates of the last decade active with this institution, was presented as a new and unique initiative to aid alumni development. Every cohort will have 15 to 20 knowledgeable young alumni who will serve as the foundation of leadership for their age group, establishing a lifetime relationship with these individuals for future leadership positions within the alumni association and the UC Foundation.

Mocs Give Day, a 24-hour digital fundraising event, was launched. The collective UTC Mocs family—alumni, friends, faculty, staff and students—banded together socially and digitally to support the University; the first event earned more than \$175,000, with 600-plus gifts coming from supporters in 42 states.

A highlight of this past year was participating in the process that saw Zan Guerry, John “Thunder” Thornton and Fred Decosimo become life trustees of the UC Foundation. Zan, Thunder and Fred were recognized for their contributions and service to philanthropic endeavors throughout the Chattanooga community, the growth of the Foundation and the success of UTC students and faculty.

In closing, I would like to express my continued gratitude to Chancellor Steve Angle, our staff, the UC Foundation board and the UT System for their unwavering support and understanding through this difficult period. My time at UTC ranks among the capstone events of my professional career.

Sincerely,

A handwritten signature in black ink, appearing to read 'Lofton K. Stuart'.

Lofton Stuart

Interim Vice Chancellor of Development and Alumni Affairs, University of Tennessee at Chattanooga  
Executive Director of the UC Foundation, Inc.

## ABOUT THE UC FOUNDATION

Created as a result of a 1969 merger in which the private University of Chattanooga united with Chattanooga City College and joined the University of Tennessee system of statewide campuses, the University of Chattanooga Foundation is best known for supporting students and faculty through the value of its consistently growing endowments.

Since its inception, the UC Foundation has grown from \$6 million in assets to more than \$250 million. During the 2020-2021 fiscal year, the UC Foundation's endowment funds provided 1,046 scholarships and 44 endowed professorships.

The UC Foundation's mission is to offer funding to support unique programs and innovative initiatives that enhance the UTC educational experience. The UC Foundation serves as a catalyst for educating men and women for meaningful and productive lives by:

- assisting in the attraction and retention of bright, dedicated and diverse students and faculty;
- directly funding distinct initiatives;
- encouraging and participating in the incubation of creative opportunities;
- providing leadership and funding for the development of strategic partnerships; and
- engaging and overseeing the financial enhancement and alumni outreach of the University.

The UC Foundation was approached in the late 1990s regarding creating student housing for the University to increase enrollment. The housing facility, named Scott L. Probasco Jr. South Campus, is a 1,668-bed complex consisting of five buildings adjacent to the UTC campus. Beginning in 2001, the residential apartment complex was completed in three phases over four years.

With more than \$100 million worth of student housing built by the Foundation, followed by the current \$42 million renovations, UTC enrollment has increased by almost 50% to nearly 12,000 students over the last 20 years. The Foundation's brick-and-mortar investment shifted the University's growth trajectory while also improving the economic viability and prosperity of the surrounding neighborhoods.

In June 2017, the UC Foundation inked two agreements that granted it additional authority over its destiny. The agreements, officially known as the Affiliation Agreement and the Employee Service Agreement, moved the University of Tennessee Foundation Inc.'s duty for day-to-day administrative activities of the UC Foundation to the UTC campus. The new structure clarified the UC Foundation's actions as the University's fundraising arm, allowing it to respond more promptly to donors and supporters. The agreement also gave the UC Foundation more flexibility in managing its finances locally to benefit UTC students, faculty, staff and alumni.

10.1

## SCOTT L. PROBASCO JR. SOUTH CAMPUS HOUSING

In the late 1990s, future-thinking University of Tennessee at Chattanooga leaders envisioned an opportunity for expansion and—after pitching the idea to the UC Foundation—buying land to build student housing. Thanks to philanthropy, generous donations from the Foundation allowed for the construction of the Scott L. Probasco Jr. South Campus—a 1,668-bed, five-apartment student housing complex.

The investment and collaborative risk taken by the UC Foundation and UTC changed the trajectory for the institution.

The largest housing complex on the UTC campus, South Campus is the landmark distinction between the University and the M.L. King neighborhood. The complex is comprised of five buildings: Guerry, Decosimo, Stophel, Walker and UC Foundation. The three- and four-story structures provide apartment-style living in a range of floor plan configurations.



*Renovations of Stophel Apartments, part of Probasco South Campus, began following the completion of the 2020-2021 academic year*

10.1

UTC enrollment has gone up by approximately one-third since opening the five South Campus residential apartment complexes from 2001-2004. The buildings comprise nearly 47% of today's UTC on-campus bed spaces.

During the summer of fiscal year 2019, the UC Foundation engaged in a major renovation project on the Probasco South Campus housing complex. By the end of Summer 2021, two of the five buildings—Guerry and Decosimo—and the top two floors of Stophel (the largest building, housing 158 apartments) had been fully renovated internally and externally. Currently, 230 of the 455 South Campus Housing Complex apartments are fully renovated; all exterior surfaces have been repaired, caulked, sealed and painted, while the roofs of three of the five buildings have been replaced.

The lower two floors of Stophel will be renovated in 2022. Walker is scheduled for the summer of 2023, followed by UC Foundation in the summer of 2024.

The renovations should give another 15 to 20 years of life to the buildings. The total renovation project is expected to span six years with a cost of \$44.6 million. The cost has been updated to include complete rehab of building elevators and assessment of parking garages.

*(continued)*



University of Chattanooga  
Foundation, Inc.

4

## SCOTT L. PROBASCO JR. SOUTH CAMPUS HOUSING

Campus Development Foundation, Inc., a subsidiary of the UC Foundation, owns Probasco South Campus. The value of this property, based on a 2014 appraisal, is \$114 million. The current debt on the property is \$54.4 million.

UTC Housing and Residence Life manage the property via a management agreement with the UC Foundation.

Total rental revenue during FY 2021 is approximately \$10.7 million compared to the prior year revenue of \$9.95 million. UTC also contributed \$3.5 million in HEERF funding to the South Campus operating account. These funds balanced the loss of revenue due to rent refunds after campus closure during FY 2020 and revenue loss during FY 2021 related to COVID-19.

The historical occupancy of South campus has been normal Fall Semester occupancy above 95% with Spring occupancy in the low 90%. Occupancy during FY 2021 was affected by the pandemic, with figures reporting at 87% for Fall 2020 and 86% for Spring 2021. Current occupancy for Fall 2021 is 96% with an expected historical drop of 4% to 92% in the Spring 2022 semester. Predictions for Spring 2022 are subject to change due to COVID-19.

Bond and interest payments were covered during FY 2021, along with the repair and replacement fund allocations and all operating expenses. Debt service requirements were met in FY 2021 rental revenues and the UTC contribution.

10.1

## 2020-2021 UC FOUNDATION BOARD OF TRUSTEES

### OFFICERS

#### CHAIR

**D. Michael Costello '75 '96**  
CPA and Shareholder  
Elliott Davis

#### VICE CHAIR

**Douglas A. Brown '85**  
Senior Vice President  
UBS Financial Services

#### TREASURER

**Mike Kramer**  
Chairman  
Southeastern Trust Co.

#### SECRETARY

**Fred Decosimo**  
CPA and Shareholder  
Elliott Davis

#### IMMEDIATE PAST CHAIR

**Kim H. White '82**  
Former President/CEO  
River City Company

### LIFE TRUSTEES

**T. Maxfield Bahner**

**Fred Decosimo**

**Joseph F. Decosimo**

**John P. Guerry**

**Zan Guerry**

**John C. Thornton**

### BOARD OF TRUSTEES

#### Corinne A. Allen\*

Executive Director (ret.)  
Benwood Foundation

#### Steven R. Angle

*ex officio*  
Chancellor,  
University of Tennessee  
at Chattanooga

#### Alexis Guerry Bogo

Executive Director  
Hamico, Inc.

#### Randy Boyd

*ex officio*  
President,  
University of Tennessee

#### Betsy Blunt Brown

CEO  
Pendleton Square Trust  
Company

#### Charles D. Cofield '15 (HON)

COO  
ArrowStar & StarChem LLC

#### Nancy J. Collum '78

Underwriter  
BrightBridge Capital, Inc.

#### Jay W. Dale '94 '01

Market President  
First Horizon Bank

#### David F. DeVaney

President  
NAI Charter

#### Gregory S. Eaves '86

Executive Vice President  
and CFO  
EPB

#### John N. Foy

Chairman  
Noon Management, LLC

#### Steven L. Frost '75

President  
Tuftco Corp.

#### Vicky B. Gregg

Co-Founder and Partner  
Guidon Partners

#### Keith Helton, M.D. '87

Physician, CEO  
One to One Health

#### Richard A. Johnson '81

President  
RichNet Consulting, Inc.

#### William B. Kilbride

Member  
TVA Board of Directors

#### Donna Lawrence '81

Partner  
Deal Properties, LLC

#### F. Scott LeRoy '79

Vice President and COO  
Southeastern Salvage/  
Home Emporium

#### Ladell McCullough

Partner (ret.)  
Henderson, Hutcherson  
& McCullough, PLLC

#### Ben Miller '87

Vice President and  
Senior Managing Director  
Unum

#### Ashley Nichols '09

Senior Investment Officer  
Unum

#### Ashlee Patten

President and CEO,  
Portfolio Manager  
The Patten Group, Inc.

#### Scott L. Probasco III

Chairman and CEO (ret.)  
Livingston Company

#### Brett W. Rousch

COO  
ELD Associates, LLC

#### BettyLynn Smith '74

Management Consultant  
Thornhill-Smith LLC

#### Roger P. Smith '73

Vice President (ret.)  
BB&T Huffaker Insurance

#### Edna E. Varner, Ed.D. '71 '82

Senior Advisor,  
Leading & Learning  
Public Education Foundation

#### Roy D. Vaughn

Senior Vice President and CCO  
BlueCross BlueShield  
of Tennessee

#### Greg A. Vital

President and CEO  
Independent Healthcare  
Properties, LLC

#### Andy Walker III, M.D. '81

Emergency Physician

#### Marie Webb

Sr. Vice President,  
Human Resources and Chief  
Talent and Inclusion Officer  
EPB

#### Miller Welborn

Chairman  
SmartBank SmartFinancial, Inc.

#### Frank Williamson

Founder/CEO  
Oaklyn Consulting

#### Clint Wolford

President  
Wolford Development, Inc.

#### Todd Womack '95

President and CEO  
Bridge Public Affairs

#### Jo Ann Yates

Community Volunteer

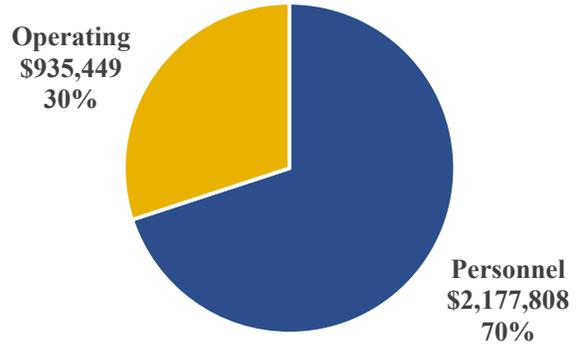
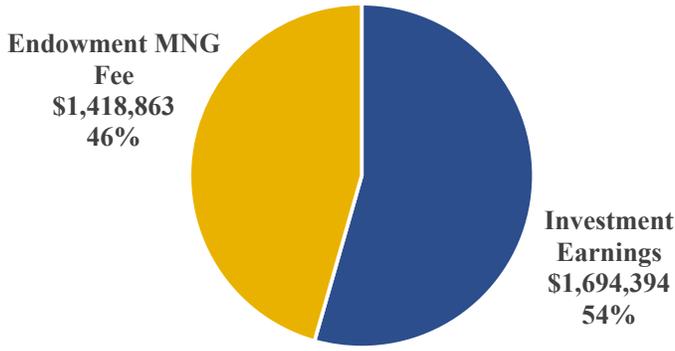
\* Deceased



## FISCAL YEAR 2021 BUDGET

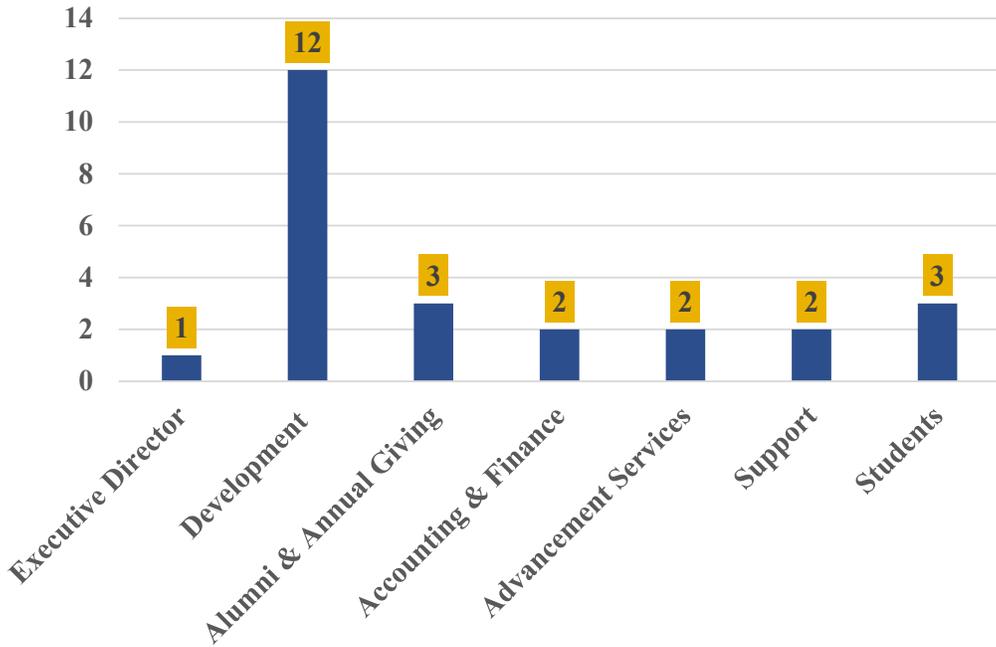
**REVENUE: \$3,113,257**

**EXPENSES: \$3,113,257**



**10.1**

### STAFF SIZE: 25



## UC FOUNDATION ENDOWMENT

The UC Foundation's overall endowment value was \$186.4 million as of June 30, 2021.<sup>1</sup>

In fiscal year 2021, there were 256 endowments providing scholarships and 10 annual scholarship programs—supporting a total of approximately 1,270 UTC students. The Foundation currently has 44 endowed professorships supporting UTC faculty.

Since the UC Foundation's inception in 1969 through FY 2021, approximately \$138 million has been provided to UTC from Foundation endowments.

Cash received by the UC Foundation into the endowment for FY 2021 totaled \$11.9 million as of June 30, 2021. These receipts included gifts in the amount of \$11.7 million and the return of prior year unspent endowment payouts totaling \$258,000.

10.1

The endowment portfolio's performance for the 2021 calendar year as of June 30, 2021, was 8.4% against the short-term benchmark of 7% and the long-term benchmark of 7.5%.<sup>2</sup>

The endowment portfolio's performance for FY 2021 was 26.2% against the short-term benchmark of 22.7% and the long-term/passive benchmark of 27%.<sup>2</sup>

For the past three-year period, the endowment portfolio's performance was 9.7% against the short-term benchmark of 8.9% and the long-term/passive benchmark of 11.7%.<sup>2</sup>

## MISCELLANEOUS

Total gifts and pledges to UC Foundation outstanding in FY 2021 are \$20,040,194 discounted for net present value.

The UC Foundation has not received any gifts that would place a financial liability on the University.

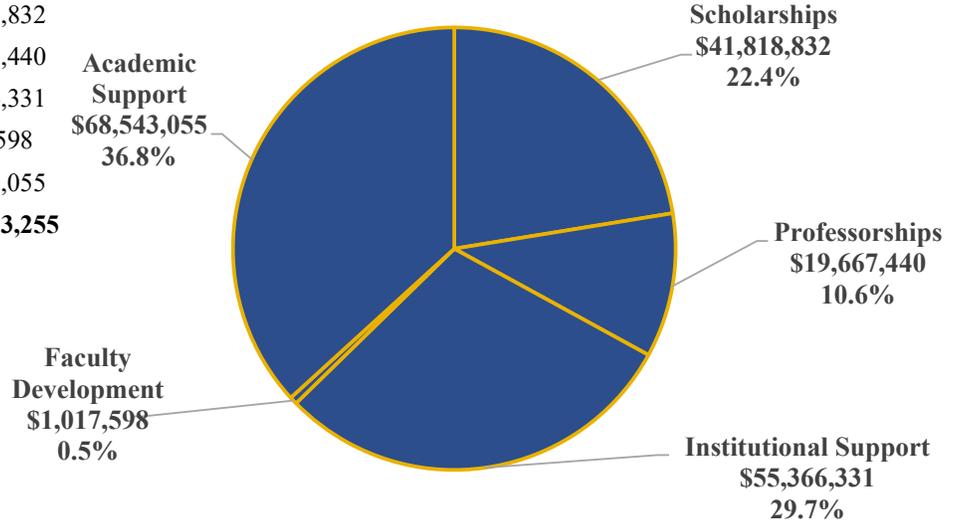
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<sup>1</sup> The reported endowment value is preliminary and subject to fund manager confirmations and annual audit

<sup>2</sup> Endowment performance data provided by LCG Associates, Inc.

### FY 2021 ENDOWMENT BALANCE BY CATEGORY

Scholarships.....	\$41,818,832
Professorships.....	\$19,667,440
Institutional Support.....	\$55,366,331
Faculty Development.....	\$1,017,598
Academic Support.....	\$68,543,055
<b>TOTAL.....</b>	<b>\$186,413,255</b>



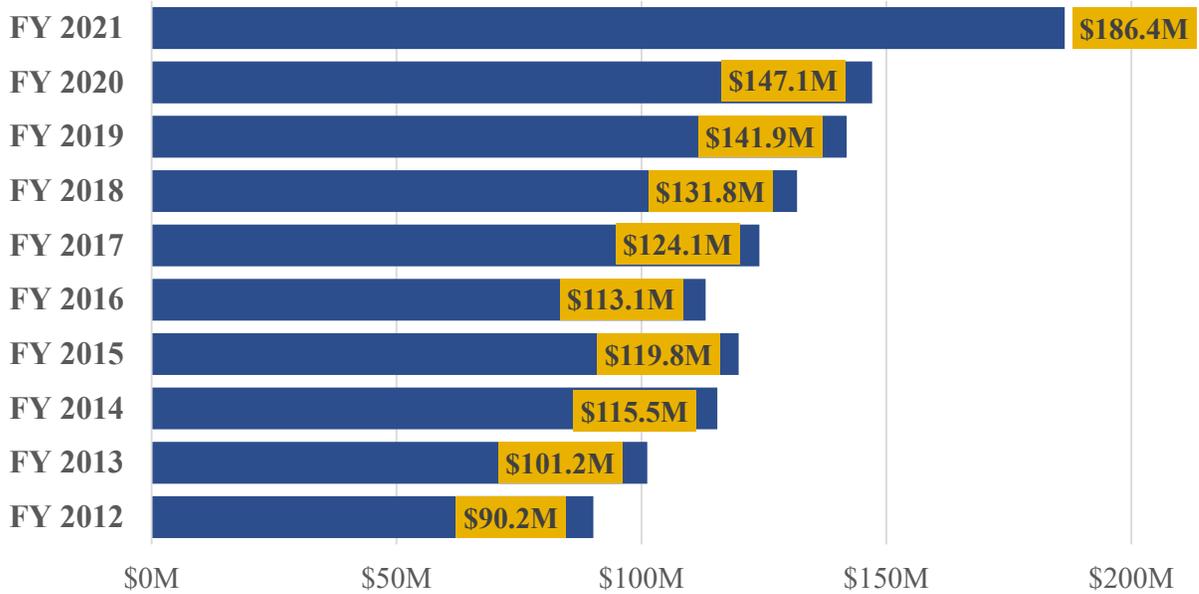
10.1

**264 ENDOWMENTS PROVIDE SCHOLARSHIPS TO 924 STUDENTS**

**CASH RECEIPTS TO ENDOWMENTS TOTAL OVER \$11.9 MILLION**

**44 ENDOWED PROFESSORSHIPS SUPPORT UTC FACULTY**

### UC FOUNDATION ENDOWMENT VALUE



## GIFTS AND FUNDRAISING

UTC fundraising for fiscal year 2021 resulted in \$6.4 million raised towards a \$10.3 million goal (62% of the goal was reached).

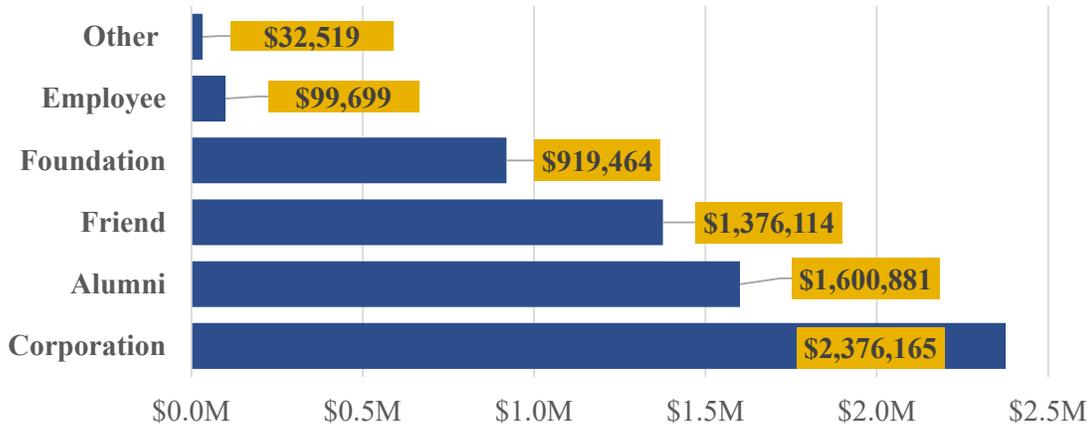
A total of \$15.4 million in cash receipts to all UTC gift funds represented a 1% increase over last year encompassing 5,996 total donors—128% of the goal of 4,720 donors.

Fundraising for the UTC campus, including cash gifts and new pledges in FY 2021, totaled \$6.4 million. In comparison, the figures for the previous two years were \$11 million for FY 2020 and \$25.2 million for FY 2019.

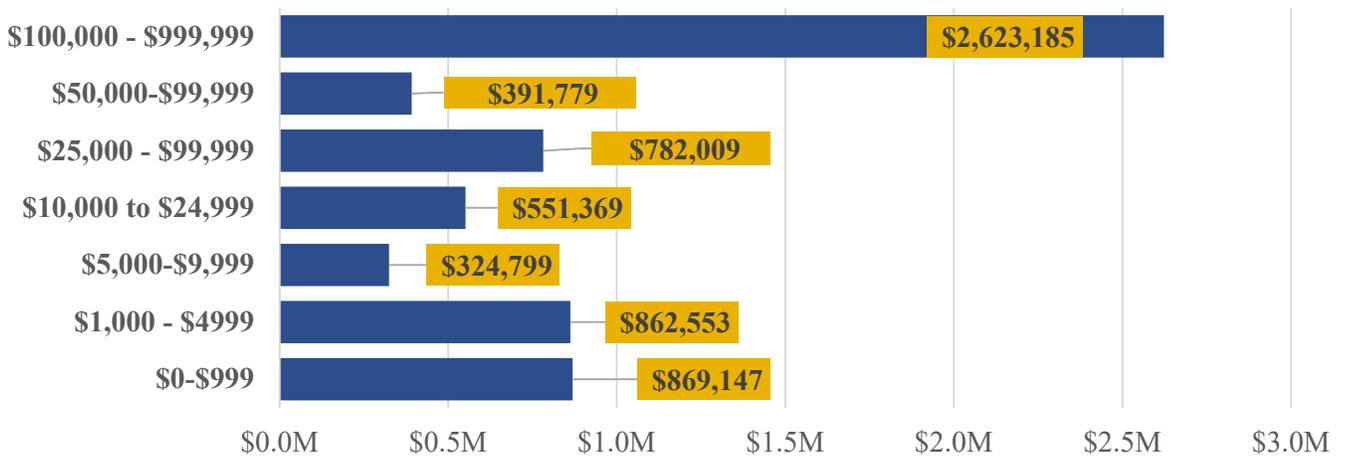
### TOTAL GIFTS: \$6,404,841

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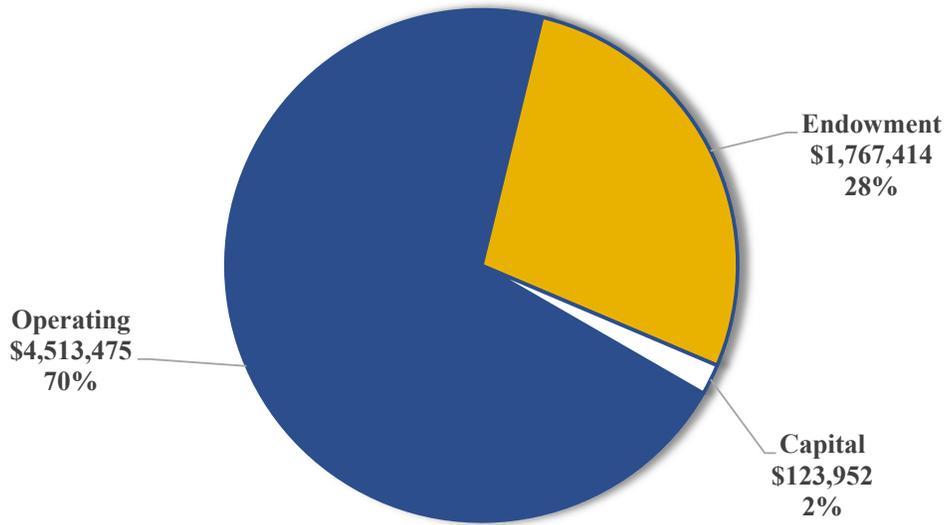
#### GIFTS BY SOURCE



#### GIFT SIZE

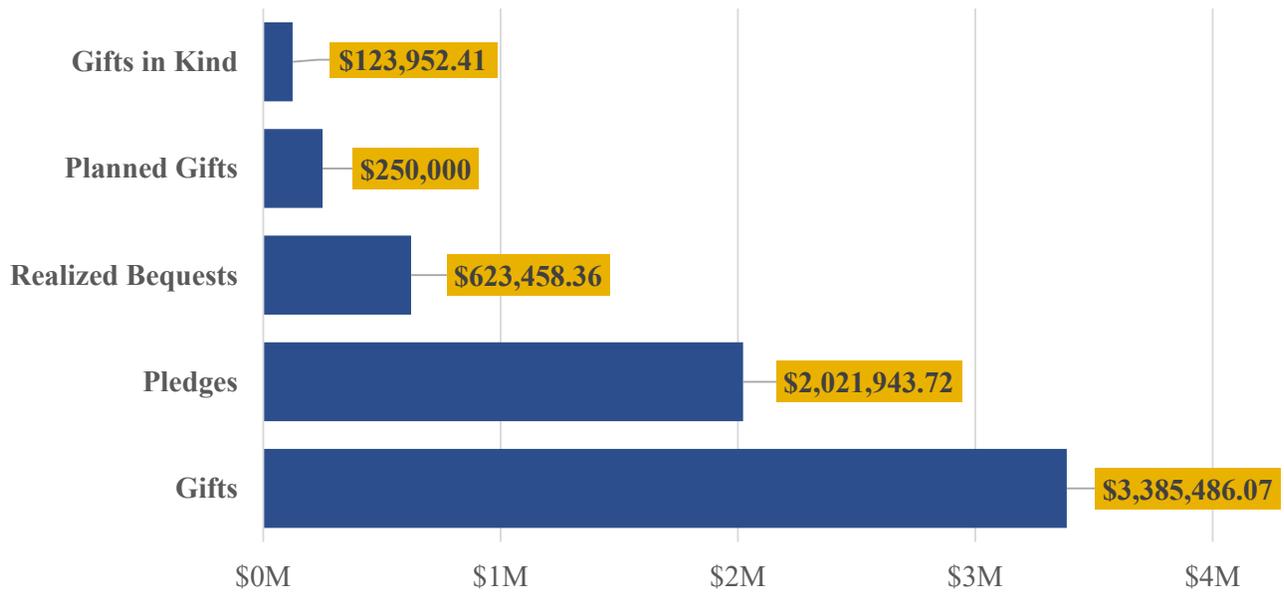


### GIFT PURPOSE



10.1

### DOLLARS RAISED BY TRANSACTION TYPE



**NUMBER OF DONORS: 5,996**

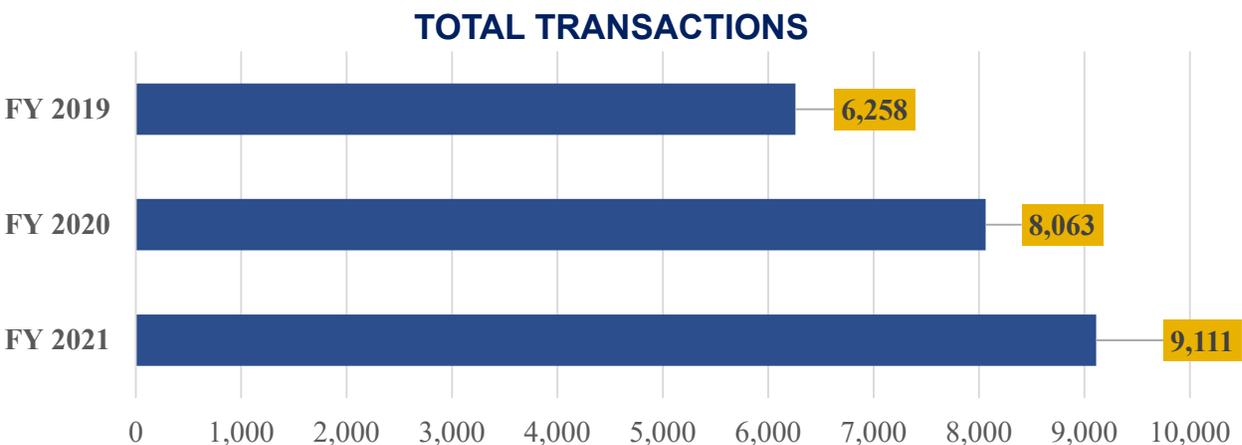
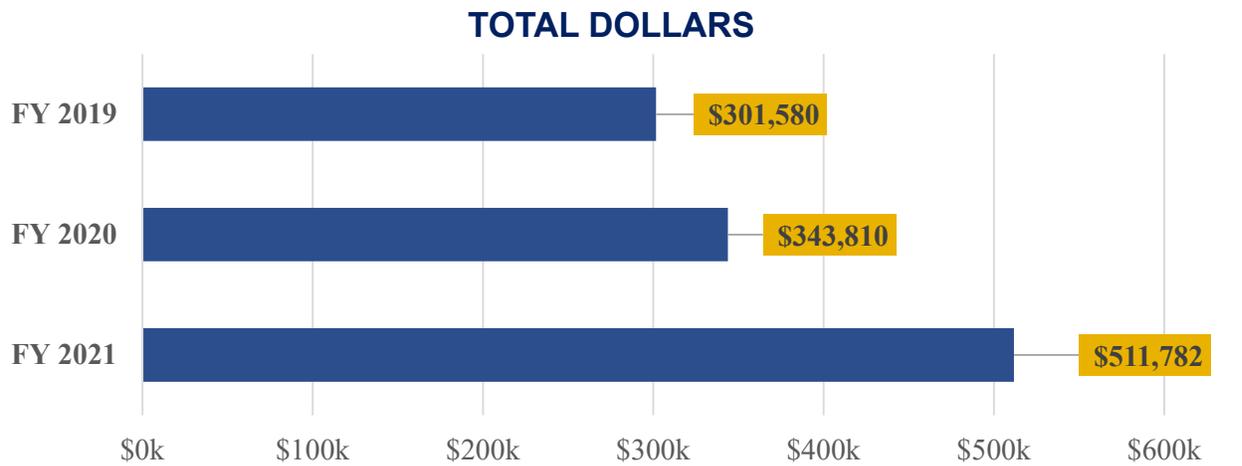
## ONLINE GIVING TOTAL: \$511,782

Online giving through alumni.utc.edu has become an area of growth for the UC Foundation, and there remains a tremendous opportunity to cultivate online transactions. In fiscal year 2021, a total of 9,111 gifts were received tallying \$511,782. Compared to FY 2020, the online giving amount increased by 48.9%, while the total number of gifts increased by 13.0%.

Online giving through alumni.utc.edu has grown for the past five fiscal years. Online growth was initially driven by gifts to WUTC, Chattanooga’s National Public Radio affiliate. During FY 2021, non-WUTC gifts took the lead in online giving for the first time; 1,418 donations of \$304,055—an average gift size of \$214—were made to University programs other than WUTC.

UTC had its first Mocs Give Day on October 20, 2021, and the increase in online giving is attributed to its success. Mocs Give Day was the highest single day of giving in UTC’s history, with gifts/pledges totaling more than \$175,000.

10.1



## UTC ALUMNI ENGAGEMENT

The UC Foundation continues to emphasize the importance of engagement and building meaningful relationships with alumni of both the University of Chattanooga and UTC. The alumni affairs staff redefined their work in March 2020 when in-person events came to a halt due to COVID-19. Since that time, the team has developed virtual programming to connect alumni, utilizing new platforms and technologies that have now become a consistent part of their engagement strategy. As COVID-19 conditions improve, they are cautiously planning limited in-person and hybrid alternatives for alumni.

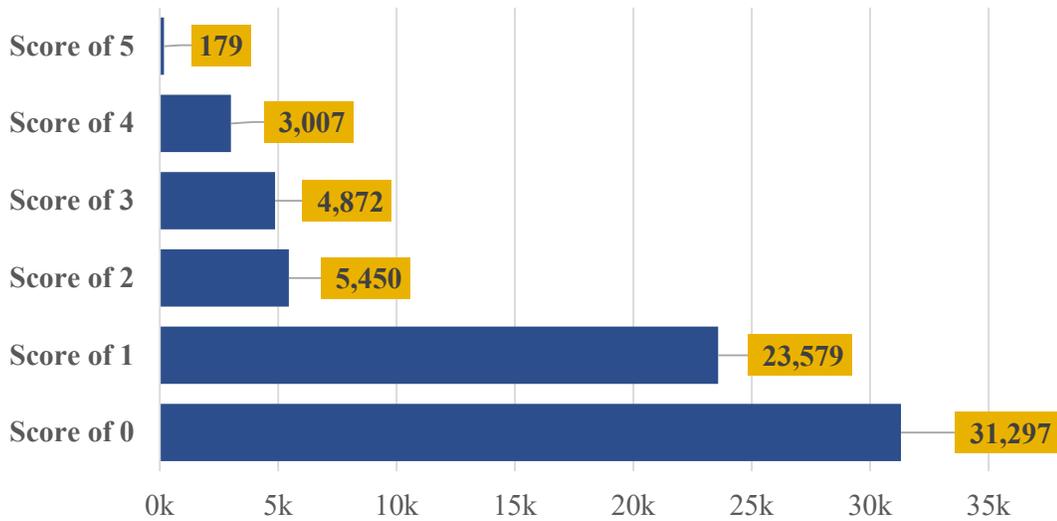
**TOTAL ALUMNI: 68,384**

**ENGAGED ALUMNI: 37,087**

**10.1**

### LEVELS OF ENGAGEMENT

The engagement score is calculated using factors such as event attendance, email engagement, volunteer activities and giving. Every alumni member with a score of 1-5 is counted as engaged, with 5 being the most engaged. Those with a score of 0 are unengaged. Those with a score of 0 are unengaged.



## **GOLD LEADERSHIP ACADEMY**

The GOLD Leadership Academy, a program aimed to cultivate University of Tennessee at Chattanooga graduates from the previous decade into future alumni leaders for the University, was inaugurated during the 2020-2021 academic year.

The goal of the leadership-driven series, presented as a new and unique initiative to promote alumni growth while forging lifelong links with the institution, is to nurture highly knowledgeable and engaged young alumni who want to make a difference in the future of UTC. Each cohort of young alumni serve as ambassadors in their communities and networks while gaining:

- access to University, alumni and community leaders;
- in-depth knowledge about UTC colleges and departments;
- hands-on, team-building project management experience;
- an alumni-based peer leadership network;
- and an understanding of ways to be involved in the future of UTC.

**10.1**

Annual cohorts will have 15 to 20 knowledgeable young alumni who will serve as the foundation of leadership for their age group, establishing a relationship with these individuals for future leadership positions within the alumni association and the UC Foundation.

Inaugural year programming included dividing academy participants into groups and tasking them with developing capstone projects focused on different University factions. Group members formulated plans centered on diversity in the Honors College, Scrappy's Cupboard and first-generation student programming.

The GOLD Leadership Academy was modeled after the Young Alumni Academy at the University of Nebraska Omaha and other effective initiatives, including Leadership Chattanooga.

# 2021 ANNUAL REPORT

10.2

*PRESENTED TO THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES*

THE UNIVERSITY OF TENNESSEE  
**UT FOUNDATION**

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# LETTER FROM THE PRESIDENT



**Ingenuity, persistence and passion flowed through our organization from our staff, donors, alumni and friends during the 2021 year, ultimately leading the Foundation to great success.**

Our fiscal year began in unfamiliar territory. There were unknowns in almost every aspect of our organization, but a passion to fulfill our mission to raise financial, public and political support for the University of Tennessee remained. In turn, our alumni, donors and friends persisted in their engagement and commitment to our campuses and institutes, providing tremendous support for people and programs across the UT System.

10.2

Through the ingenuity in reimagining the way we engage, communicate and steward our constituents; the persistence tackling challenges through the unknown; and a passion to support the vitality of each campus and institute, the UT Foundation landed in the second-best fundraising year and second-highest donor total in our history.

Thank you for your commitment to the University of Tennessee, and for the opportunities you create and the lives you change.

A handwritten signature in black ink that reads "Kerry Witcher". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Kerry Witcher  
President and CEO  
University of Tennessee Foundation

**UT Foundation  
Mission Statement**  
*To raise financial,  
public and political  
support for the  
University of  
Tennessee.*

## UT Foundation Vision for 2025

*Our vision is to be recognized as one the top performing advancement organizations affiliated with any university system. Three objectives are at the core of this vision:*

- 1. Enhance philanthropic support for the University of Tennessee System and its core institutional priorities.*
- 2. Expand constituent engagement by developing meaningful relationships with University of Tennessee alumni, students and friends.*
- 3. Build and protect the UT brand dedicated to the mission of discovery, education and connection.*

# Fiscal Year 2021 Highlights:



The University of Tennessee at Martin received the **largest commitment in UT System history** through the Wildwood Farm commitment from Melanie Smith Taylor and her family. Wildwood Farm will allow UT Martin to increase educational program offerings in veterinary health technology and other agricultural disciplines, and is **valued at \$79,534,920**.



*Wildwood Farms in  
Germantown, Tennessee*

## Continuing a pattern of transformative philanthropy to UT Knoxville,

Natalie and James Haslam, Dee and Jimmy Haslam, and Crissy and Bill Haslam made a **\$40 million gift** to the Haslam College of Business aimed at the continued elevation of its national reputation and **mission of developing future leaders**.

## Hosting their inaugural Mocs Give Day

on October 20, 2020, the University of Tennessee at Chattanooga raised over **\$175,000 through 616 gifts**. The campaign reached into the Mocs community of alumni, donors and friends and resulted in **130 first-time donors**.

## The University of Tennessee Health Science Center

held its **inaugural Giving Day on April 27, 2021**. The one-day event encouraged support of the university and its current and future health care heroes with gifts of any size. The campaign generated **over \$579,000 from more than 700 donors**.

## The UT Institute of Agriculture received its largest donation

to support the UT Promise undergraduate scholarship program at the Herbert College of Agriculture. Laura Golden committed **over \$2 million to create the Dr. Laura Golden Alumni and Faculty Appreciation UT Promise Scholarship Endowment** within the Herbert College of Agriculture, which will cover qualified student's last-dollar amount of tuition and mandatory fees.



# FUND RAISING

Through its mission to serve all Tennesseans and beyond through education, discovery and outreach, UT is preparing the next generation of problem solvers, innovators and connectors who will tackle the world's grand challenges. The philanthropic spirit of donors creates pathways and opens doors for those students to an unparalleled educational experience through enhanced programs and world-class faculty.



Total Gifts in 2021:  
\$312,418,806

<i>Institute of Agriculture</i>	\$12,043,336	3.9%
<i>Health Science Center</i>	\$15,241,954	4.9%
<i>Chattanooga</i>	\$6,438,045	2.1%
<i>Knoxville</i>	\$190,365,712	60.9%
<i>Martin</i>	\$87,779,490	28.1%
<i>UT System</i>	\$550,269	0.2%



Donations  
by Source

<i>Alumni</i>	\$114,501,521
<i>Friends</i>	\$121,550,231
<i>Employees</i>	\$3,996,004
<i>Corporate</i>	\$27,072,846
<i>Foundation</i>	\$30,695,990
<i>Other</i>	\$14,602,214



Donation  
Purposes

<i>Operating</i>	\$79,266,201
<i>Endowment</i>	\$93,326,477
<i>Capital</i>	\$12,079,789
<i>Deferred</i>	\$127,746,339



Total Donors in 2021:  
66,672

<i>Institute of Agriculture</i>	3,104	<i>Knoxville</i>	49,176
<i>Health Science Center</i>	4,941	<i>Martin</i>	5,001
<i>Chattanooga</i>	5,996	<i>UT System</i>	1,763

The Foundation has not received any gifts that would place a financial liability on the University.



## Bequests

The Foundation has bequest expectancies and insurance policies outstanding of **\$131,010,781** as of June 30, 2021.

## Insurance

The Foundation has **235 In-Force policies** with a value of **\$12,505,078**.



## Real Estate

**17 Total Properties Owned**  
with appraised value of **\$10,100,800**

Acquired  
**2 properties**  
with appraised  
value of  
**\$3,435,000**

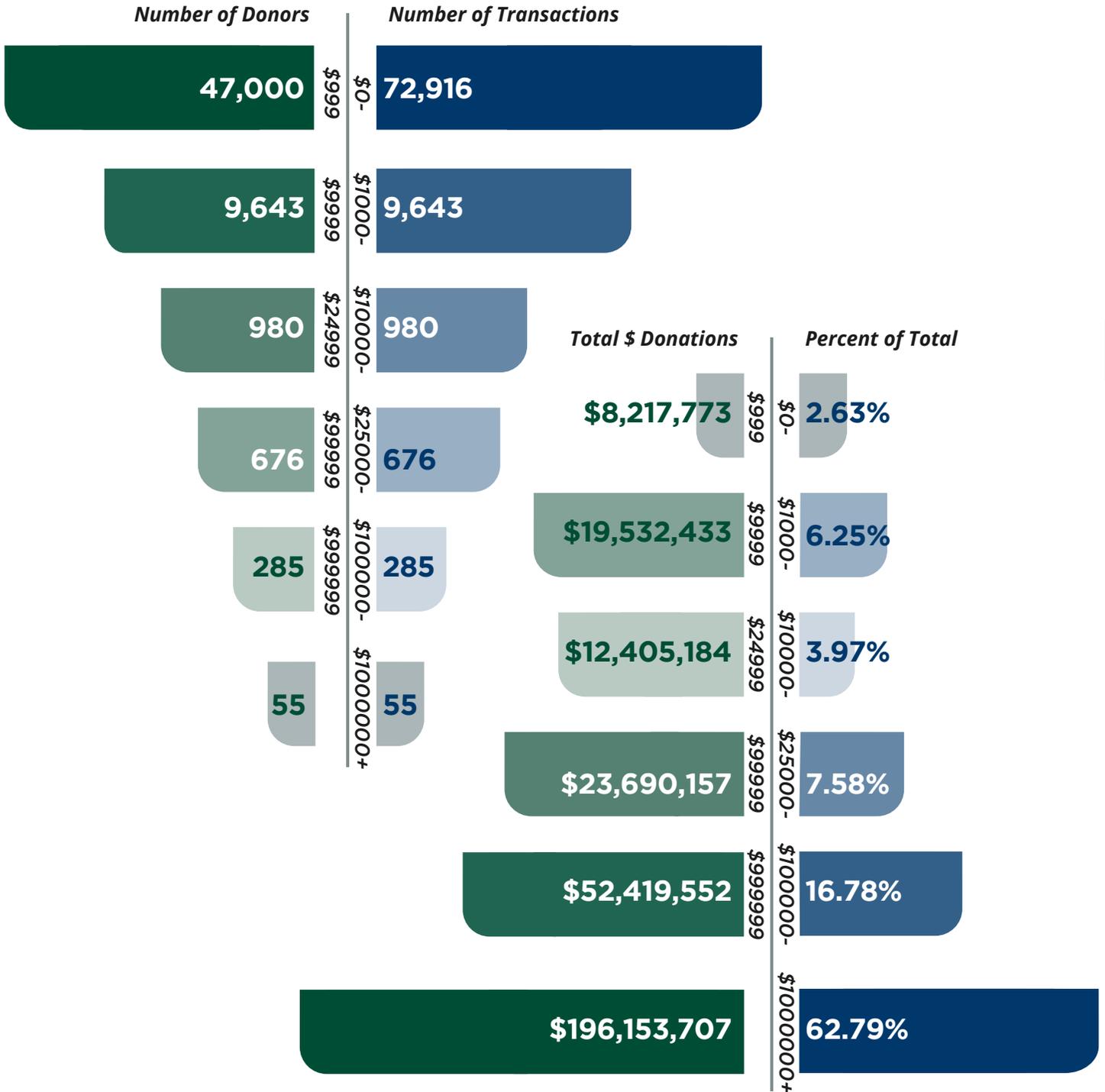
Sold  
**6 properties**  
in fiscal year  
2021 for a  
total of  
**\$558,500**

For Sale  
**6 properties**  
with appraised  
value of  
**\$746,000**



# Donations by Size

Together, gifts of all sizes combine and create a lasting impact as it sparks aspirations throughout the UT System.



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# ONLINE GIVING



## Online Giving Growth Over Five Years:

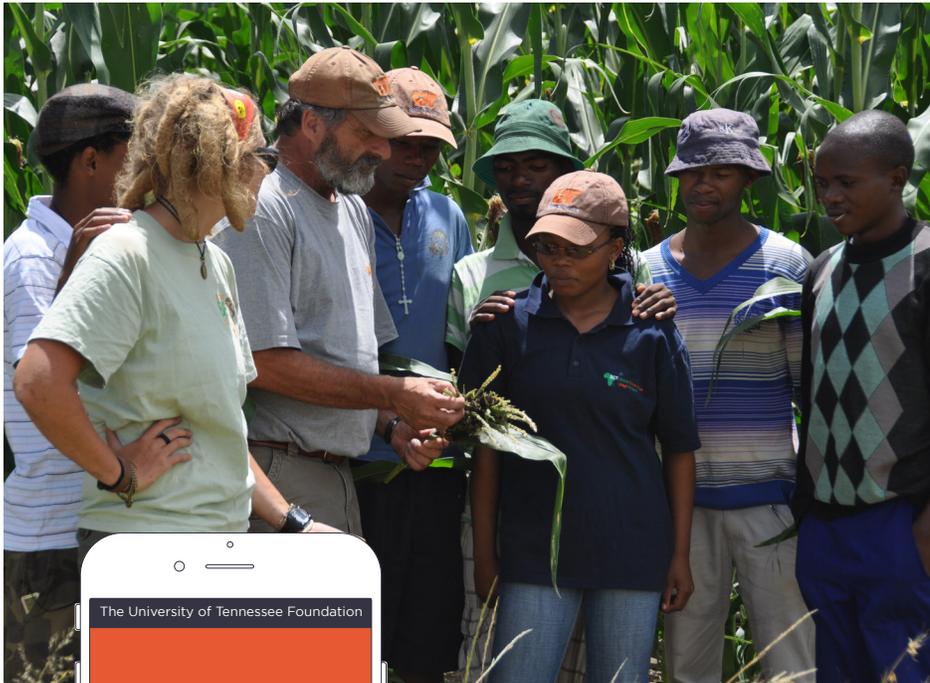
### Systemwide Online Dollars Raised

FY15:	\$1,578,522.91
FY16:	\$2,259,687.50
FY17:	\$2,707,202.38
FY18:	\$3,250,351.64
FY19:	\$3,632,555.80
FY20:	\$4,281,582.76
FY21:	\$6,287,744.54 (+48.60%)

### Systemwide Online Transactions

FY15:	8,279
FY16:	11,814
FY17:	14,901
FY18:	20,158
FY19:	27,738
FY20:	33,372
FY21:	43,081 (+29.16%)

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## Optional Donations

Offering event registrants the option to make a donation during their registration raised **\$45,138.50** in fiscal year 2021. This was an **increase of 582%** over fiscal year 2020.

Fiscal year 2021 saw the biggest percentage year-over-year increase in online dollars raised since fiscal year 2014

### Average Online Gift: **\$145.95**

UTIA	\$142.92
HSC	\$380.78
Chattanooga	\$56.17
Knoxville	\$154.77
Martin	\$177.58
UT System	\$151.24

### Online Giving Total: **\$6,287,744.54**

UTIA	\$105,615.22
HSC	\$791,651.53
Chattanooga	\$511,781.74
Knoxville	\$4,331,099.87
Martin	\$461,538.86
UT System	\$86,057.32



# ENGAGEMENT

NUMBER OF ALUMNI: 421,640

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Some of the most loyal supporters of the University of Tennessee System are the alumni that have journeyed through the campuses and institutes and felt the impact of their experience. They are ambassadors of the university and helping UT become bigger, stronger and more successful.

The UTFI alumni engagement score is calculated using factors such as event attendance, email engagement, volunteer activities and giving. Every alum with a score of 1-5 is counted as engaged, with 5 being the most engaged. Those with a score of 0 are unengaged.



## Total Number of Engaged Alumni: 239,153

<i>Institute of Agriculture</i>	10,722
<i>Health Science Center</i>	23,529
<i>Chattanooga</i>	36,869
<i>Knoxville</i>	150,036
<i>Martin</i>	25,950



## Levels of Engagement

5	3,469
4	33,138
3	24,530
2	50,362
1	120,598
0	169,147



## Number of Alumni Events: 411

<i>Institute of Agriculture</i>	34	<i>Chattanooga</i>	124	<i>Martin</i>	10
<i>Health Science Center</i>	56	<i>Knoxville</i>	165	<i>UT System</i>	34

*In fiscal year 2021, 85% of the 411 alumni events held in fiscal year 2021 used a virtual platform to connect and engage alumni during the COVID-19 pandemic.*

# ADVOCACY

*The Advocacy Network is the University of Tennessee's official grassroots effort. The Network includes thousands of alumni, employees, students and friends who believe in the university's value to all Tennesseans and share that message with elected officials.*

**NUMBER OF  
ADVOCATES:  
7,653**

*Number of  
New Advocates  
in 2021:  
754*



# FOUNDATIONS OPERATIONS

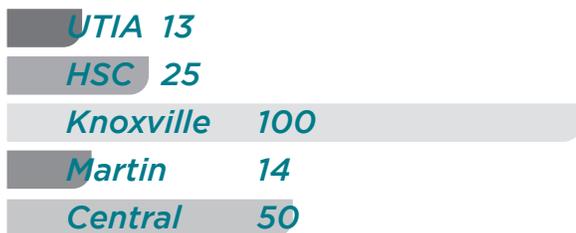
The University of Tennessee Foundation, Inc. is an interdependent not-for-profit 501(c)3 created in 2001. UTFI gained legislative approval in 2011 to become a proactive fundraising organization and the preferred channel for all private contributions benefitting the University of Tennessee.

The Foundation works closely with the University of Tennessee president and each campus chancellor to identify strategic private support priorities, create fundraising strategies & tactics and implement development programs.

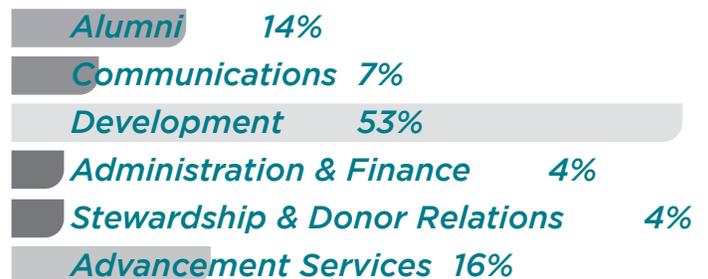
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<b>TOTAL REVENUE</b>	<b>\$34,800,000</b>
University Direct Support	\$19,500,000
Endowment Administrative Fee	\$9,600,000
Investment Earnings	\$2,600,000
Other	\$3,100,000
<b>TOTAL EXPENSES</b>	<b>\$32,600,000</b>
Personnel	\$24,100,000
Operating	\$8,500,000

## STAFF SIZE



## JOB FAMILY



### Return on Investment

For every \$1.00 invested, the Foundation raised \$7.33 in fiscal year 2021.



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THE UNIVERSITY OF TENNESSEE  
**UT FOUNDATION**

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2021  
ANNUAL REPORT

PRESENTED TO THE  
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