



THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

MINUTES OF THE EDUCATION, RESEARCH, AND SERVICE COMMITTEE

October 21, 2021
Knoxville, Tennessee

The Education, Research, and Service Committee of The University of Tennessee Board of Trustees met at 11:00 a.m. (EDT) on Thursday, October 21, 2021, in the Student Union Ballroom, located on the campus of The University of Tennessee, Knoxville.

I. Call to Order and Roll Call

Committee Chair Donnie Smith called the meeting to order. Board Secretary Cynthia Moore called the roll, and the following members of the Committee were present: Donald J. Smith, Committee Chair; Lane Gutridge, Student Trustee; John C. Compton, Board Chair; Charles Hatcher, Commissioner, Tennessee Department of Agriculture; Phyllis Richey, Faculty Representative; and Jamie R. Woodson. In addition, Trustees Bradford D. Box, Decosta E. Jenkins, Christopher L. Patterson, and Kim H. White were in attendance.

Others present included: President Randy Boyd; Linda Martin, Vice President for Academic Affairs and Student Success; Stacey Patterson, Vice President for Research, Outreach and Economic Development; Chancellor Keith Carver (UT Martin); Chancellor Mark La Branche (UT Southern); Chancellor Donde Plowman (UT Knoxville); Chancellor Steve Schwab (UTHSC); Philip Cavalier, Provost and Vice Chancellor for Academic Affairs (UT Martin); Brian Dickens, Chief Human Resources Officer; John Zomchick, Provost and Senior Vice Chancellor (UT Knoxville); R. Todd Benson, Executive Director and Principal Investigator, Collaborative on Academic Careers in Higher Education (COACHE), Harvard University, Graduate School of Education; and other members of the UT senior leadership and administrative staff.

Ms. Moore announced the presence of a quorum. The meeting was webcast for the convenience of the University community, the general public, and the media.

II. Opening Remarks of the Committee Chair

Committee Chair Donnie Smith welcomed Phyllis Richey, a Professor in the Department of Preventive Medicine at the UT Health Science Center, who is serving as the new faculty representative to the Committee, and Lane Gutridge, a student at the UT Chattanooga campus, who is serving as the new student representative to the Committee. In addition, he



introduced Bernie Savarese, who was recently hired as Assistant Vice President for Student Success and will be officially starting in this role next week.

III. Requests to Address the Board

Chair Smith welcomed Ms. Rachel Stewart who registered to address the Board and was assigned to speak at the Committee's meeting. Ms. Stewart, a Haslam scholar and junior at UT Knoxville with a self-designed major in environmental justice and a minor in nuclear engineering, indicated that she serves as Co-President of the student organization SPEAK (Student Promoting Environmental Action in Knoxville). Ms. Stewart raised student concerns associated with respect to the strategic alliance that was announced between the UT System and The Texas A&M University System to compete for the management-and-operations contract of the Y-12 National Security Complex in Tennessee and the Pantex Plant in Texas.

She noted that the United Nations Treaty on the Prohibition of Nuclear Weapons prohibits the development, testing, production, stockpiling, use and threat of use of nuclear weapons. Although the United States is not a party to the treaty, Ms. Stewart highlighted statements from the UT Knoxville Strategic Vision document, including the creation of a more sustainable future, and stated that many students see the creation of nuclear weapons as an existential threat to such future. As a student, she acknowledges the value of internships and other work opportunities, but questions whether, in this instance, it aligns with the University's stated values. Ms. Stewart closed her remarks by asking that administrators consider the views of the students on this matter.

IV. Consent Agenda

Committee Chair Smith called the Committee members' attention to the Consent Agenda and asked if there were any requests to remove an item from the agenda. There being none, upon motion duly made and seconded, the Committee approved: (i) the minutes of the June 24, 2021 meeting of the Committee, and (ii) the Resolutions pertaining to the other action items included on the Consent Agenda. (A complete list of the approved items appears at the end of these minutes.)

V. New Academic Program: Master of Sport Coaching and Performance (UT Martin)

Philip Cavalier, Provost and Vice Chancellor for Academic Affairs, UT Martin, presented information on a proposed Master of Science program in Sport Coaching and Performance (MSCP) in UT Martin's College of Education, Health, and Behavioral Sciences for implementation in Spring 2022. The MSCP will be a professionally-oriented 30-hour program. The program will be fully online and is designed for working adults. The primary audience for the degree is expected to be K-12 teachers and athletic association (non-school) coaches. The program is designed to develop effective coaches and leaders for developing



athletes of all ages, levels and abilities. Dr. Richey expressed her support of the proposed program and inquired about the prerequisites to be admitted. Dr. Cavalier anticipates that most who apply will hold teacher licensure, but they may come from various fields beyond health and physical education. He also confirmed that those individuals without teaching licenses, but may be actively coaching (club sports, sports academies, etc.) would not be disqualified from consideration for admission into this program.

Upon motion duly made and seconded, the Committee approved the recommendation that the Board of Trustees adopt the Resolution approving the proposed Master of Science program in Sport Coaching and Performance (as presented in Tab 2 of the meeting materials).

VI. Proposed Faculty Handbook and Financial Exigency Plan (UT Southern)

Linda C. Martin, Vice President for Academic Affairs and Student Success, explained that the proposed Faculty Handbook for UT Southern is included in the meeting materials. She highlighted that, since UT Southern is new to the UT System, it seemed most appropriate to bring forward the entire handbook for approval. Dr. Martin acknowledged members of the UT Martin campus for their role in assisting UT Southern in the development of the proposed handbook, along with members of the Office of General Counsel. Dr. Martin advised that the proposed Faculty Handbook received the approval of the faculty and administration at UT Southern. As it has been fully vetted, she is recommending the Faculty Handbook and the Financial Exigency Plan for approval by the Committee.

Upon motion duly made and seconded, the Committee approved the recommendation that the Board of Trustees adopt the Resolution approving the Faculty Handbook and Financial Exigency Plan for UT Southern (as presented in Tab 3 of the meeting materials).

VII. Proposed Policy on Award of Degrees and Certificates in Memoriam

Dr. Martin indicated that certain amendments are being recommended to Board of Trustees Policy BT0005. She noted that it has been more than 20 years since the Board adopted the policy and that it was appropriate to undertake a review of the policy. As revised, the policy covers the conferral and revocation of degrees, the awarding of honorary degrees, and the awarding of posthumous degrees and certificates in memoriam. Among other things, the revised policy (i) streamlines the composition of the nominating committee for the awarding of honorary degrees; (ii) provides for a more consistent approach for the awarding of posthumous degrees and certificates of memoriam; and (iii) allows for broader participation by the campus community (e.g., students and staff) on the nominating committee for honorary degrees.

Upon motion duly made and seconded, the Committee approved the recommendation that the Board of Trustees adopt the Policy on Award of Degrees and Certificates in Memoriam (as presented in Tab 4 of the meeting materials).



VIII. Tenure Recommendations

Grant of Tenure upon Initial Appointment

President Boyd stated that he, Chancellor Angle (UT Chattanooga), and Chancellor Plowman are recommending that tenure be granted to faculty upon initial appointment (a detailed list of the 7 recommended individuals was set forth in the meeting materials). President Boyd advised that the candidates meet the requirements to be considered for tenure upon initial appointment, all steps in the review process outlined in the Board policy have been completed, and they have received strong support at each level of review.

Upon motion duly made and seconded, the Committee approved a recommendation that the Board of Trustees adopt the Resolution approving the grants of tenure upon initial appointment (as presented in Tab 5.1 of the meeting materials).

Grant of Tenure upon Early Consideration

President Boyd indicated that he and Chancellor Plowman are recommending that Matthew Van Essen (a faculty member in the Department of Economics, Haslam College of Business, UT Knoxville), who has served less than a six-year probationary period, be granted tenure. President Boyd advised that he meets the requirements to be considered for tenure upon early consideration, all steps in the review process outlined in the Board policy have been completed, and he has received strong support for tenure at each level of review.

Upon motion duly made and seconded, the Committee approved a recommendation that the Board of Trustees grant of tenure upon early consideration to Matthew Van Essen (as presented in Tab 5.2 of the meeting materials).

IX. Report on Periodic Post-Tenure Performance Review (PPPR)

Dr. Martin reported that, for the 2020-21 Academic Year, the Periodic Post-Tenure Performance Review (PPPR) process was allowed to be delayed due to the ongoing COVID-19 pandemic. UT Chattanooga allowed faculty, who wished to do so, to move forward with PPPR as scheduled. During the year, campuses have continued to look at ways to improve the process, along with the Annual Performance-and-Planning Review (APPR). Dr. Martin advised that UT Southern already had a post-tenure review process, but it has taken steps to conform to UT's process. UT Southern will be preparing for a full PPPR report for the 2021-22 Academic Year.

Dr. Martin highlighted certain ongoing considerations, including: (i) monitoring PPPR activity at both campus and system levels to evaluate costs/benefits; (ii) creating opportunities to standardize reporting; (iii) staggering cycles after all faculty complete initial



PPPR; (iv) evaluating PPPR in light of improvements being made to APPR; and (v) clarifying the meaning of “success” and how best measured.

In response to a question from Board Chair Compton, Dr. Martin confirmed that the next PPPR report will be for 2021-22 Academic Year, which will be provided in Fall 2022. It will be the second report. Board Chair Compton stated that the University Faculty Council (UFC) had expressed concerns over the mix of tenure/tenure-track faculty versus non-tenure track faculty. He recommended that this information be presented to the Committee at a future meeting. Dr. Richey, who also serves as a member of the UFC, indicated that faculty also recommended examining the APPR process and not waiting on the results of the next PPPR report.

X. Annual Report on Intercollegiate Athletics

Committee Chair Smith explained that, effective November 2019, Chancellors for campuses with an intercollegiate athletics program are required to submit a written report to the Committee to ensure that the Board receives sufficient information to understand and monitor issues pertaining to student-athlete academic progress and academic integrity. He noted that the full reports by campus were included in advance of the meeting.

Dr. Martin highlighted that the campus report must contain the following information: (1) the role of athletics on the campus; (2) oversight of the faculty athletics representative (FAR) on each campus; (3) how athletics program success is measured; (4) National Collegiate Athletic Association (NCAA) Academic Progress Rate (APR) data or comparable measure; (5) NCAA Graduation Success Rate (GSR) or comparable measure; (6) department benchmarks for student performance assessment; (7) admissions policy; (8) student-athlete summary information; and (9) academic standards and policy descriptions.

Dr. Martin introduced representatives from each campus, who were invited to speak to the Committee to share more information on current challenges and opportunities, along with actions the campuses are taking to support the academic success of student-athletes. The presenters included: Jerry Hale, Provost and Senior Vice Chancellor for Academic Affairs (UT Chattanooga); Joe Scogin, Associate Provost and Senior Associate Athletic Director (UT Knoxville); Ashley Bynum, Associate Athletic Director for Compliance/Athletics (UT Martin); and Mark La Branche, Chancellor (UT Southern). A full copy of the presentation is filed with these minutes.

In response to a question raised by Student Trustee Lane Gutridge, Chancellor La Branche indicated that student satisfaction is very high and the student-athletes are excited about the new brand. With respect to any reported dissatisfaction, it tends to be more associated with over-recruiting and concerns about having a meaningful opportunity to play. In this regard, Chancellor La Branche noted that, moving forward as part of the UT System, the coaches will have less pressure to over-recruit for their teams.



XI. Presentations

University of Tennessee Research Foundation – Annual Report (2021)

Stacey Patterson, Vice President for Research, Outreach and Economic Development and President of the University of Tennessee Research Foundation (UTRF), shared highlights from the annual report. For FY 2021, there were 175 invention disclosures from across the UT System, and UTRF entered into 51 technology licenses (an all-time high). Currently, UTRF has 217 active technology licenses and 45 active start-up companies. Dr. Patterson provided an overview of a few of the 2021 successes (Entac Medical, Attralus, Genera, and Vera Pharma) that demonstrate the impact of the research activities of UT faculty, staff and students.

COACHE Survey

John Zomchick, Provost and Senior Vice Chancellor (UT Knoxville), introduced Dr. Todd Benson, Executive Director and Principal Investigator, Collaborative on Academic Careers in Higher Education (COACHE), which is housed in the Graduate School of Education at Harvard University. Dr. Benson acknowledged UT Knoxville as being an early adopter of the COACHE Faculty Job Satisfaction Survey (Survey) and indicated that it has been a great partner for almost 10 years. He explained that COACHE's goal is not to produce nice-looking surveys that institutions can post on their websites. Instead, COACHE's commitment is to improving the academic workplace, where faculty live and teach, to make it a more attractive environment so that institutions can recruit the best and brightest minds to serve its students.

Dr. Zomchick reported that UT Knoxville first used the Survey in 2012 and has administered it four times, with the latest survey having been conducted in 2021. The Survey allows UT Knoxville to compare its faculty's job satisfaction against two groups. As constructed, UT Knoxville can select five specific institutions as Survey peers. For the last Survey, UT Knoxville identified Auburn, Clemson, Iowa State, North Carolina State, and Virginia Tech, which all happen to be Board-approved peers. The second group includes a total of 80 other similar institutions. For the most recent Survey, UT Knoxville had a faculty participation rate of almost 40% (nearly identical to response rate of peer institutions) and the responses included tenured, pre-tenure, and non-tenure track faculty.

The Survey is comprehensive and includes 13 categories and 17 subcategories. Results are presented based on top 30%, middle 40% or bottom 30% with respect to the larger cohort. In addition, it also provides more information as to how you compare to the identified peers. He stated that one of the benefits of the longitudinal study is that it provides valuable comparative data as to whether an institution has improved or regressed on any of the areas measured since the last time the Survey was administered.



Dr. Zomchick then reviewed UT Knoxville's most recent Survey results, including strength areas and opportunities for growth. He concluded his remarks by sharing that the team is continuing to analyze the data to fully understand what the results represent and opportunities for future improvement.

Brian Dickens, Chief Human Resource Officer, reported that the contract with COACHE has been extended to include the other UT campuses, which will allow the entire UT System to use the same faculty job satisfaction survey moving forward. As an interim measure, the University worked with COACHE to develop a pulse survey for faculty. Dr. Dickens shared the results of the pulse survey, but he cautioned that the results were not statistically meaningful due to the low participation rate.

Following the presentation, Board Chair Compton thanked the Chancellors, whose campuses are currently not conducting the COACHE Survey, for adopting this best practice as it will provide a standardized approach across the UT System. In response to questions from the Committee members, Dr. Benson discussed: (i) the differences in participation rates and the communication efforts that are associated with the full COACHE Survey; (ii) possible inconsistent results captured by the pulse survey; (iii) how the COACHE Survey is constructed and the ability to capture data by discipline; (iv) strategies employed by COACHE to engage with clinical faculty; and (v) the research protocols associated with maintaining the confidentiality of respondents.

Student Experience Survey

Dr. Martin presented the results of the Fall 2021 student survey. She noted that it was the third consecutive semester for the student experience survey and that the student survey was modified and shortened based on recommendations made by the Chancellors. In aggregate, only 1,075 students responded, of which 41% were from the UT Martin campus. In this regard UT Martin students account for approximately 13% of all students across the UT System. Approximately 70% of the respondents were undergraduate students, and 77% of the respondents identified as being white. She also shared how the fall results compared against those from the last survey (Spring 2021). Dr. Martin explained that changes in the wording of at least one survey question may have impacted the results. With respect to written comments received, Dr. Martin indicated that the students remain concerned about the COVID-19 pandemic and associated health/safety measures.

Members of the Committee expressed their concern over the low student participation rate, given that participation can also be representative of the level of constituent engagement, and inquired as to what actions are being considered to improve the participation rate so that there is more meaningful data by campus and across the system. Dr. Martin suggested certain measures, but stated that the poor response rate may also be indicative of survey fatigue as there have been a large number of different student surveys due to the pandemic.



Tennessee RiverLine

Committee Chair Smith introduced Brad Collett, who serves as Director of the Tennessee RiverLine initiative and is an Associate Professor in the Department of Plant Sciences with a faculty appointment in the School of Landscape Architecture. Mr. Collett explained that the School of Landscape Architecture is a partnership between the Herbert College of Agriculture and the College of Architecture + Design at UT Knoxville.

Principal partners for this initiative include UT Knoxville and the Tennessee Valley Authority in collaboration with the Tennessee RiverLine Partnership (a consortium of communities and organizations in the region). The Tennessee RiverLine is a vision for North America's next great regional trail system. A continuous, multimodal system of paddling, hiking, and biking experiences along the 652-mile reach of the Tennessee River from Knoxville, Tennessee to Paducah, Kentucky. It is hoped that the Tennessee RiverLine project will inspire the 2.4 million people who live in Tennessee River communities across four states to transform their relationship with this valuable natural resource, along with a number of state and federal parks, viewing it as a 1.2 million-acre park connected by a treasured river. Mr. Collett shared how the Tennessee RiverLine will impact economic opportunity, social health, and ecological stewardship. The project was the result of a proposal prepared by a UT Knoxville student. Since 2016, more than 100 undergraduate and graduate students, associated with four colleges and three universities have been engaged in the initiative. With the support of a \$250,000 grant from the U.S. Department of Agriculture's Rural Placemaking Innovation Challenge and the 3M Foundation, the team will continue its collaboration with local communities to advance the project.

Trustee Kim White thanked Mr. Collett for his passion and leadership for the Tennessee RiverLine. She remarked that it is an excellent example of the University's BeOneUT values.

Student Success Indicators

Dr. Martin reported that enrollment of the UT System was an all-time high of 53,983, representing an increase of 2.7% from Fall 2020 to Fall 2021. Undergraduate enrollment saw an increase of 2.5%, and graduate/professional enrollment grew by 3.5%.

Undergraduate Enrollment - Dr. Martin reviewed the 1-year and 5-year enrollment trends for the UT System and for each campus. It was highlighted that UT Knoxville had a 1-year increase in its freshmen class of 7.9% (all-time high of 5,948 students), and UT Southern had a 1-year increase in its freshman class of 15.6% (215 students Fall 2021 as compared to 186 students Fall 2020). UT Chattanooga and UT Martin saw declines in freshman enrollment of approximately 6% in Fall 2021.



Graduate/professional Enrollment – New graduate/professional enrollment grew 2.2% for the UT System from Fall 2020 to Fall 2021 (all-time high of 3,501 students). Both UT Knoxville and UT Southern showed dramatic increases of 6.9% and 12.5%, respectively. The other UT campuses reported declines – UT Chattanooga (-7.2%), UT Health Science Center (2.1%), and UT Martin (15.5%).

First-Year Retention – For the UT System, first-year retention was 81.3%, which reflects a 2.6% decline from 2020. The decline may be attributable to the impact of the pandemic. Retention figures by campus were as follows:

- UT Chattanooga – 73.1% (4.8% decline from 2020-2021)
- UT Knoxville – 87.8% (0.9% decline from 2020-2021)
- UT Martin – 70.0% (5.1% decline from 2020-2021)
- UT Southern – 54.6% (4.4% decline from 2020-2021)

Degrees Awarded – For the UT System, a total of 9,311 bachelor’s degrees were awarded, representing an 8.2% increase from 2020 to 2021. For the UT System a total of 3,708 graduate/professional degrees were awarded, representing a 1.5% increase from 2020 to 2021.

Graduation Rates – For the UT System, the 4-year graduation rate and 6-year graduation rate was 47.6% and 63.8%, respectively. As compared to 2020, the UT System 4-year graduation rate and 6-year graduation rate increased by 0.4% and 0.9%, respectively. UT Chattanooga had a decline (1.0%) in its 4-year graduation rate, but saw an increase (3.8%) in its 6-year graduation rate. UT Martin had a decline (2.0%) in its 6-year graduation rate, but an increase (1.6%) in its 4-year graduation rate.

Trustee Jamie Woodson noted the increase in freshman enrollment at UT Knoxville and the declines at UT Chattanooga and UT Martin. She inquired what relationship, if any, the test-optional admission policy at UT Knoxville may have contributed to these figures. Chancellor Plowman reported that UT Knoxville’s growth was attributable to the 38% increase in out-of-state students. From an in-state student perspective, the campus had a decline of 200 students. As such, it does not appear that there is a relationship between the policy change and the reduced enrollment at the other UT campuses. In response to a follow-up question, Chancellor Plowman stated that the hiring of out-of-state recruiters is starting to show results now that they have been in place for 3-4 years. She believes that the growth in out-of-state students is being driven by the efforts of the recruiters and the influence that out-of-state students have on others who may be graduating from their high schools. Chancellor Plowman also noted that the retention rate at UT Knoxville was inflated due to the pandemic (easing of certain academic policies during what was a very challenging time) and that this year’s retention rate is more accurate reflection.



In response to questions raised by Student Trustee Lane Gutridge, Dr. Martin provided more information on (i) the critical points in time when students are most likely to drop-out, and (ii) the enrollment goals set forth in the UT Strategic Plan.

Board Chair Compton noted that, similar to how first-year retention is a leading indicator for graduation, freshman enrollment is also key. As UT Chattanooga has had a 10% drop enrollment from 2019, he looks forward to hearing the presentation on the new strategic plan for the campus and its plans for increasing enrollment.

XII. Other Business

President Boyd shared an update on the UT Promise Scholarship initiative. Under the program, eligible students with a family household income of under \$50,000 may attend a UT campus free of tuition/fees, subject to satisfying the admission requirements. He reported that expenses associated with the scholarship program are less than 20% of the program estimate, and the University continues to be successful in raising funds for the endowment to support the program (\$30 million towards its goal of \$100 million). He also advised that, when initiated, the median household income for families in the State of Tennessee was less than \$50,000; this figure is now over \$50,000. In order to continue to attract and retain students, the administration intends to increase the family household income level for eligibility to \$60,000. The estimated cost impact is expected to be less than \$400,000.

In addition, President Boyd advised that the administration intends to approach the state legislature to authorize in-state tuition for veterans and certain other military-affiliated individuals regardless of their state of residency. A number of other universities and colleges grant in-state tuition to these individuals. While the Board of Trustees has the authority to amend its standing rule on residency, it is anticipated that going directly to the legislature on this item may be faster and would allow for the same opportunity for other Tennessee, public, higher education institutions.

XIII. Adjournment

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

Respectfully Submitted,

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

Cynthia C. Moore
Secretary and Special Counsel



Approved Consent Agenda Items

- Minutes of the June 24, 2021 meeting
- Approval of the Comprehensive List of Academic Programs
- Ratification of Administrative Action to Terminate or Inactivate Academic Programs
- Approval of New Academic Units
 - Collection Services and Research and Public Services, UTC
 - Africana Studies, UTK
- Program Consolidation, Bachelor of Arts in Fine Arts, UTS

List of Information Items Presented to the Committee

- Certification of Degrees Conferred

Attachments. Copies of the following presentation materials are filed with the official minutes of this meeting.

- University of Tennessee Research Foundation – 2021 Annual Report
- COACHE Survey
- Student Experience Survey
- Tennessee River Line
- Student Success Indicators