



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

MEETING OF THE BOARD OF TRUSTEES

Friday, October 28, 2022	Boling University Center, Duncan Ballroom
11:15 a.m. (CDT)/12:15 p.m. (EDT)	Martin, Tennessee

AGENDA

- I. Call to Order and Invocation
- II. Roll Call
- III. Opening Remarks by the Chair
- IV. Requests to Address the Board (if any not heard in a Committee)
- V. President's Address – Information
- VI. Committee Reports – Information
 - A. Audit and Compliance Committee
 - B. Education, Research and Service Committee
 - C. Finance and Administration Committee
- VII. [FY 2023-24 Operating Budget Appropriations Request for Specialized Units](#) – Action/Roll-Call Vote Tab 1
- VIII. [University of Tennessee at Martin Strategic Plan](#) – Action Tab 2

Note concerning items IX. 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.

- IX. Consent Agenda – Action Tab 3
 - A. Minutes of Prior Meeting Tab 3.1
 - B. Annual Report to the General Assembly Tab 3.2
 - C. Resolution Appointing a Managerial Group for U.S. Government Contracts Tab 3.3



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

- D. **Items from the Education, Research, and Service Committee** Tab 3.4
 - 1. Peer and Aspirational Peer Institutions (UT System and UT Campuses)
 - 2. New Academic Unit – School of Natural Resources, UTK
 - 3. New Academic Programs
 - Bachelor of Applied Science in Information Technology and Cybersecurity, UTC
 - Bachelor of Science in Business Administration with a major in International Business, UTK
 - 4. Grant of Tenure upon Initial Appointment
 - 5. Honorary Degree, UTK
 - 6. Approval of the Comprehensive List of Academic Programs
 - 7. Ratification of Administrative Action to Terminate or Inactivate Academic Programs
- E. **Items from the Finance and Administration Committee** Tab 3.5
 - 1. Campus Master Plan Amendment, UTK
 - 2. College of Business Building Project Increase, UTK
 - 3. Acquisition of Property in Milan, UTK
 - 4. Campus Master Plan Boundary, UTS
 - 5. Voluntary Retirement Incentive Plan, UTM

X. 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.]

XI. Closing Remarks

XII. Adjournment

Informational Items

- Annual Report - University of Tennessee Foundation..... Tab 4



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

AGENDA ITEM SUMMARY

Meeting Date: October 28, 2022

Item: **FY 2023-24 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 3, 2022. 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 go to the state Department of Finance & Administration for consideration of inclusion in the Governor's FY 2023-24 budget proposal. UT fiscal policy FI0112 (Budgeting Current Unrestricted Funds) requires Board approval for these requests. The President and Chief Financial Officer recommend three 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 2023-24 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 2023-24 Operating Budget Appropriations Request for Specialized Units

Supporting Graduate Medical Education (GME) Program Management: \$8,000,000 Recurring

UT requests \$8 million recurring to support the management of Graduate Medical Education (GME) programs. Since the inception of TennCare, Medicaid GME funds have been allocated to the state's four medical schools to directly pay for administrative, support, and educational costs not covered through hospital partners. The loss of these TennCare GME dollars, as required by the Center for Medicare and Medicaid Services (CMS), has created a financial strain on both graduate and undergraduate medical education by eliminating the previous flexibility to address administrative overhead not covered by hospitals and programmatic cost increases. The \$8 million request will allow the UT Health Science Center (UTHSC) to meet accreditation changes, support additional faculty and staff, replace, and renew instructional technology and equipment, and support the increasing use of simulation techniques at the Center for Healthcare Improvement and Patient Simulation (CHIPS).

Addressing Tennessee's Opioid Crisis through SMART Technical Assistance: \$993,350 Recurring

UT requests funding to expand the Substance Misuse and Addiction Resource for Tennessee (SMART) Initiative to implement a county-level technical assistance program. Through this model, a regional consultant will be placed in every grand division and charged to assist Tennessee's rural communities with expertise to identify, apply for and manage large grants, as well as research and evaluate program effectiveness in addressing the state's opioid crisis.

UTHSC Operating Increase: \$10,718,400 Recurring

UTHSC lacks sufficient recurring revenues to support core instructional programs due to a lack of reliable funding streams to offset recurring growth in non-personnel operating costs. The current model for state appropriations funds future growth in operating expenses, but a pre-existing structural deficit combined with a four-year lapse of state funding between 2016-2020 requires UTHSC to play catch-up each year even when funding is available to offset the incremental growth in operating expenses. The accelerating pace of critical medical technological advancement also significantly drives the cost of medical instruction and non-personnel operating costs. Additional operational funding is necessary to support and maintain medical instructional programs while keeping tuition and fees competitive among national peers.



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

AGENDA ITEM SUMMARY

Meeting Date: October 28, 2022

Item: UT Martin Strategic Plan Refresh

Type: Action

Presenter: Keith S. Carver, Jr., Chancellor, UT Martin

Background Information

Chancellor Keith Carver is proposing a refreshed strategic plan for UT Martin and will be presenting an overview of the UT Martin Strategic Plan – Prepare for Takeoff 2.0 (2022-2025) at the Fall Meeting. The strategic plan follows this summary.

The Bylaws of the Board of Trustees provide that the Board is responsible for approving the strategic plan for each University of Tennessee campus. Tennessee law requires the campus Advisory Board to submit a recommendation to the President on the proposed strategic plan for the campus prior to approval by the Board of Trustees. Tennessee law also requires that the Advisory Board submit the recommendation to the President in accordance with the process established by the Board of Trustees (Board Policy BT0020). The UT Martin Advisory Board approved the refreshed strategic plan on September 23, 2022.

President Boyd recommends approval of UT Martin's strategic plan.

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.

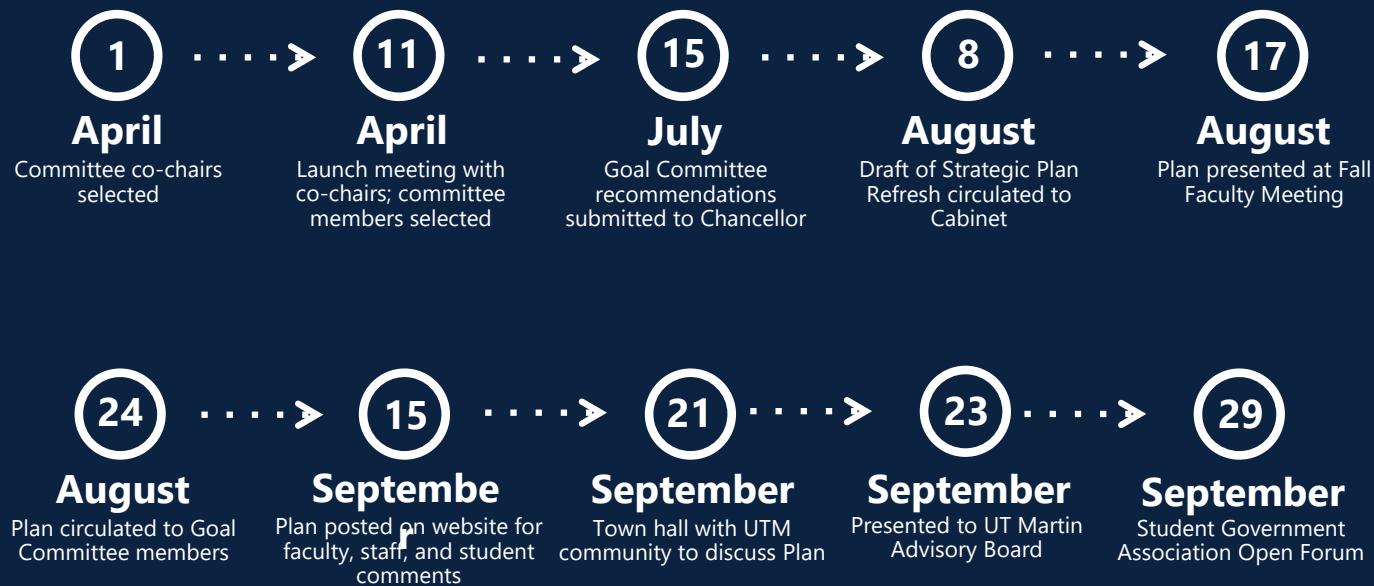
Resolved: The Board of Trustees hereby approves the UT Martin Strategic Plan – Prepare for Takeoff 2.0 (2022-2025), as presented in the meeting materials.



**Prepare for Takeoff 2.0
2022-2025**



Timeline



The University of Tennessee at Martin *educates* and *engages* responsible citizens to *lead* and *serve* in a diverse world.





Goal I

Prepare graduates to be responsible, informed, and engaged citizens in their workplaces and the larger community.

Aligns with UT Systemwide Strategic Plan Pillar 1



Goal I: Prepare graduates to be responsible, informed, and engaged citizens in their workplaces and the larger community.

Progress:

Responded to employer needs
and student interests by creating
new programs.

**9 NEW AND MODIFIED
PROGRAMS**

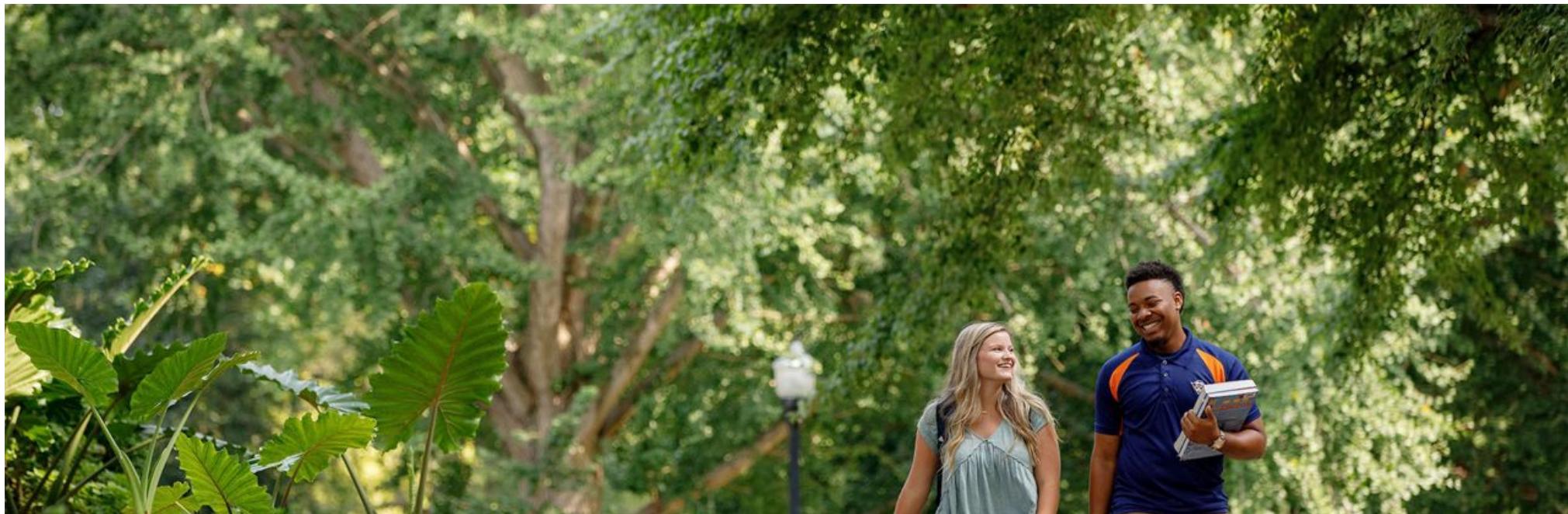


Goal I: Prepare graduates to be responsible, informed, and engaged citizens in their workplaces and the larger community.

Objectives:

- Enhance faculty effectiveness by expanding opportunities for professional development and by strengthening advising and mentoring.
- Enhance student-learning opportunities outside of the classroom such as travel study, internships, undergraduate research, and service-learning opportunities.
- Review and revise FYI, GENS 101.





Goal II

**Recruit, retain, and graduate students prepared for careers,
professions, and life.**

Aligns with UT Systemwide Strategic Plan Pillar 4



Goal II: Recruit, retain, and graduate students prepared for careers, professions, and life.



OVERALL PROGRESSION
HAS INCREASED **1.26%**
SINCE 2018.



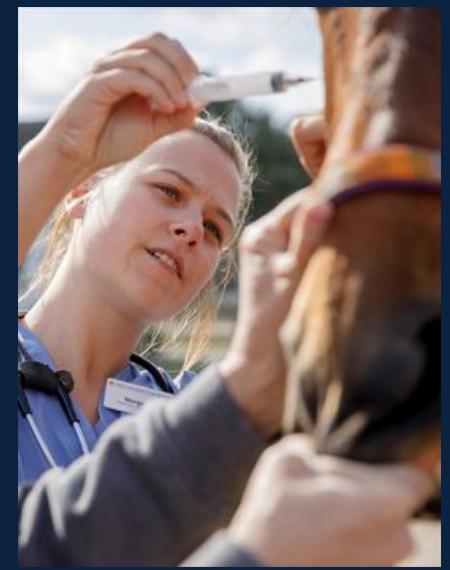
TRANSFER STUDENT
RETENTION HAS
INCREASED **3.84%**
SINCE 2018.



Goal II: Recruit, retain, and graduate students prepared for careers, professions, and life.

Objectives:

- Review processes such as registration, holds, due/delinquent charges to ensure that they do not unnecessarily create obstacles for students.
- Create consistency in communication and processes in departments and colleges.
- Reconvene the co-curricular transcript committee (Skyhawk Scholars) to continue developing co-curricular transcript in Runway.





Goal III

Ensure a campus that is open, accessible, and welcoming to all.

Aligns with UT Systemwide Strategic Plan Pillars 1, 3 & 4



Goal III: Ensure a campus that is open, accessible, and welcoming to all.

Progress: Hired UT Martin's first chief diversity and inclusion officer.

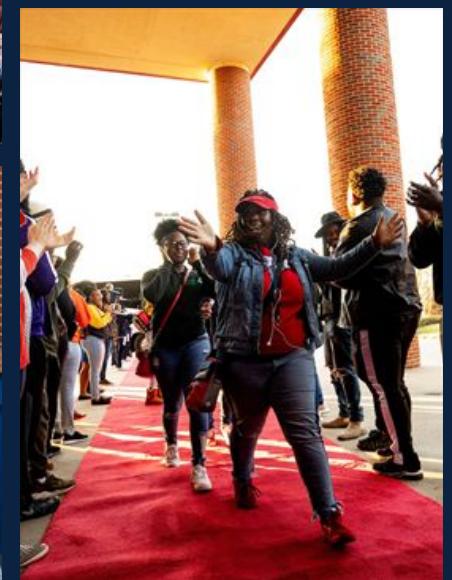
12%
INCREASE
IN MINORITY
STUDENTS
SINCE 2018



Goal III: Ensure a campus that is open, accessible, and welcoming to all.

Objectives:

- Create a central steering committee with representatives from all groups working on diversity, inclusion, and equity by Spring 2023.
- Develop measurable goals for recruiting and retaining underserved prospective students by Summer 2023.
- Establish a professional-development track to prepare staff and faculty members for promotion opportunities by Spring 2023 and increase diversity of campus leadership by 5%.





Goal IV

Promote strategic, sustainable, and responsible stewardship of human, financial, and capital resources in support of university goals and objectives.

Aligns with UT Systemwide Strategic Plan Pillar 4

Goal IV: Promote strategic, sustainable, and responsible stewardship of human, financial, and capital resources in support of university goals and objectives.

Progress: Since the strategic plan was implemented in 2018, UT Martin has had its most successful period of fundraising in history.

MET
95%
OF UNIVERSITY'S
MOST AMBITIOUS
CAPITAL CAMPAIGN
GOAL OF **\$175 MILLION**.



MORE THAN
\$46.3 MILLION
RAISED FOR STUDENT
SCHOLARSHIP ASSISTANCE
SINCE 2018.

SECURED THE LARGEST GIFT
IN **UT SYSTEM HISTORY** WITH THE
ACQUISITION OF WILDWOOD FARM
IN GERMANTOWN, TENNESSEE.

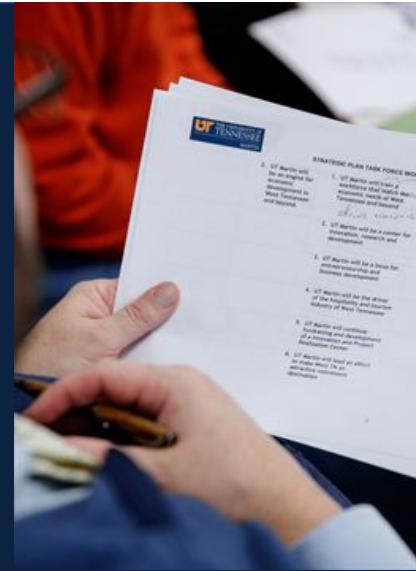


UT MARTIN

Goal IV: Promote strategic, sustainable, and responsible stewardship of human, financial, and capital resources in support of university goals and objectives.

Objectives:

- Create task force to analyze, and recommend changes to, summer course compensation formula and adjunct salaries.
- Develop plan for increasing staff, faculty, and adjunct faculty compensation to be competitive with Tennessee, peer, and aspirant compensation.
- All units should prepare a tentative budget reduction plan for the fiscal year 2023-2024 in the same manner as they did for FY 2022-2023 to be prepared for unforeseen financial difficulties.





Goal V

Through service and advocacy, UT Martin will improve the vitality and prosperity of West Tennessee and beyond.

Aligns with UT Systemwide Strategic Plan Pillars 2 & 3



Goal V: Through service and advocacy, UT Martin will improve the vitality and prosperity of West Tennessee and beyond.

Progress: Creating the Office of Research, Outreach, and Economic Development.

204
GRANTS AWARDED
SINCE 2018.

OVER **\$35.4 MILLION**
USED TO IMPROVE THE
VITALITY AND PROSPERITY OF
WEST TENNESSEE AND BEYOND.



Goal V: Through service and advocacy, UT Martin will improve the vitality and prosperity of West Tennessee and beyond.

Objectives:

- Increase on-campus internships through Handshake connection with departments – pilot to better implement and document internships.
- Establish comprehensive tracking of public service activities and outreach to assist with assessment and improvement.
- Blue Oval City Response Team – maintain core group to serve as a coordinating body for workforce, curriculum, communication, etc.



In 2025:

 **7,011**
HEADCOUNT


53%
6-YEAR
GRADUATION
RATE

 **75%**
FIRST- TO SECOND-YEAR STUDENT
RETENTION

 **MARTIN**





THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

3

AGENDA ITEM SUMMARY

Meeting Date: October 28, 2022

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

3.1

MINUTES OF THE ANNUAL MEETING OF THE BOARD OF TRUSTEES

June 24, 2022

The University of Tennessee Board of Trustees met at 10:15 a.m. (EDT) on Friday, June 24, 2022. The meeting was held in the Student Union Ballroom located at the University of Tennessee, Knoxville.

Trustees Present: John C. Compton, Board Chair; Bradford D. Box; Lane Gutridge (Student Trustee); Decosta E. Jenkins; Shanea A. McKinney; Amy E. Miles; Christopher L. Patterson; William (Bill) C. Rhodes III; Donald J. Smith; and David N. Watson.

University Officers in Attendance: President Randy Boyd; Cynthia Moore, Board Secretary and Special Counsel; Chancellor Steve Angle (UT Chattanooga); Chancellor Peter Buckley (UT Health Science Center); Chancellor Keith Carver (UT Martin); Chancellor Mark La Branche (UT Southern); and Chancellor Donde Plowman (UT Knoxville).

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

Opening Remarks by the Chair

Board Chair Compton opened the meeting and welcomed Steve Moldrup, Co-Director of Collegiate Abbey, who provided the invocation. Chair Compton briefly reviewed the positive news presented at the Committee meetings held prior to today's meeting. He noted the exceptionally strong performance of the University over the past fiscal year and extended the Board's gratitude to the faculty, staff and administrators across the system who contributed to the progress of the University's students.

Chair Compton thanked Lane Gutridge for his service as a Student Trustee and Dr. Phyllis Richey for her service as a voting faculty member of the Education, Research and Service (ERS) Committee. He also recognized Dr. Tyler Forrest, a former Student Trustee who now serves as Vice Chancellor for Finance and Administration at UT Chattanooga. Chair Compton congratulated Dr. Forrest on being selected to serve as the next President of Tennessee Wesleyan University. Chair Compton welcomed: (i) Hayden Galloway, an undergraduate at UT Southern, who will serve as the next Student Trustee beginning on July 1, 2022; and (ii) Dr. Andy Puckett, Professor and Finance PhD Program Director in the Department of Finance in the Haslam College of Business at UT Knoxville, who will serve as the faculty representative on the ERS Committee starting on July 1, 2022.

Requests to Address the Board

Chair Compton introduced seven individuals who registered to address the Board. A summary of the speakers' comments is attached hereto as Attachment 1. President Boyd thanked all of the speakers for their remarks. He assured those in attendance that he and his colleagues – at all campuses – were diligently working to make the University of Tennessee one of the best places to work in the State and in the country. President Boyd acknowledged that more needs to be done and that the University will continue to review compensation, benefits, and mental health support for all of its personnel.

President's Update

President Boyd opened his remarks by thanking the Trustees for their leadership and support of the University. He also extended his appreciation to the campus leaders, to the faculty, and to the staff at all of the University campuses for their service.

Tuition. President Boyd announced that there would be no tuition increase at the University as the University continues to focus on affordability. Those efforts will be greatly assisted by the Governor's New Hope Scholarship, which will see an additional \$60 million a year directed to making college more affordable. President Boyd thanked the Governor and the General Assembly for the financial assistance provided to assist the University, its students and their families. He noted that close to 50% of the University's students graduate without any debt – a figure that he hopes will continue to increase.

President Boyd discussed the Veterans Tuition Waiver (In-State Classification of Veterans and Military-Affiliated Individuals for Tuition Purposes), which would come before the Board for action later in the meeting. If approved, the Waiver would make the University more affordable for out-of-state students serving in the military, current members of the ROTC (Reserve Officer Training Corps), and veterans. He asked Noah Smith, a student at UT Knoxville who serves as an Army ROTC Cadet Outreach Officer and as an intern in the Office of the President, to discuss the program.

Cadet Smith advised the Trustees that the ROTC program at UT Knoxville has been recognized as one of the top programs in the country, including receiving the 2020 MacArthur Award for excellence in performance, retention, and training. He stated that more than 50% of the cadets in the ROTC program at UT Knoxville come from out-of-state, with many others expressing interest in the program. The Veterans Tuition Waiver would establish the University as a powerhouse for those who have served, are serving, or want to serve in the military and open a pathway for every UT campus to grow, recruit, educate, and train the next generation of military leaders.

Institute for American Civics. President Boyd provided a brief update on the Institute for American Civics. He thanked both the Governor and the General Assembly for providing \$6 million in funding to support the Institute, which seeks to address civil discourse and civic engagement. Over the coming months, President Boyd will be working with the Governor and others to identify and appoint members of the Institute's Board of Fellows.

Grow Your Own Center. President Boyd discussed the formation of the “Grow Your Own Center,” a partnership between the University, local school districts, education preparation providers, U.S. Department of Labor, and the Tennessee Department of Education, to provide federal financial assistance to create an apprenticeship program to address the teacher shortage. President Boyd cited the Center of an example of the University’s broad reach across the state and its strong partnership with the State of Tennessee.

Leadership Changes. President Boyd announced the following leadership changes:

- Carrie L. Castille will be advanced for election to serve as Senior Vice Chancellor and Senior Vice President of the Institute of Agriculture.
- Linda C. Martin, who currently serves as the Vice President for Academic Affairs and Student Success for the UT System, has agreed to serve as Interim Chancellor of UT Southern. Mark La Branche, who currently holds that role, will be stepping down to assist President Boyd in documenting the historic transition of the Martin Methodist College to UT Southern.
- Bernard Savarese, who currently serves as Associate Vice President for Student Success, will serve as Acting Vice President for Academic Affairs and Student Success, during Dr. Martin’s service at UT Southern.

Automotive Research. President Boyd reminded the Trustees that the three major auto manufacturers located in the State of Tennessee are transitioning to producing electrical vehicles. With Ford Motors’ \$5.6 billion investment in Blue Oval City, the State has the potential to become a hub of electrical vehicle technology. President Boyd had been working with Governor Bill Lee, several of the State’s other major institutions of higher education, and the Department of Economic and Community Development, to develop a plan to make Tennessee a leader in electrical vehicle research and development using engineers and researchers educated in state.

Strategic Plan Dashboard. President Boyd announced that the System would be unveiling a Strategic Plan Dashboard that will provide access to the most current metrics for the UT System and each campus.

President’s Awards. President Boyd closed his remarks by announcing this year’s recipients of the President’s Awards – *Bold and Impactful Honoree*: Frank Butler; *Embrace Diversity Honoree*: Cindy West; *Optimistic and Visionary Honoree*: Orpheus Triplett; *Nimble and Innovative Honoree*: Blake Reagan; *Excel in All We Do Honoree*: Carla Mason; *United and Connected Honoree*: Tyler White; and *Transparent and Trusted Honoree*: Patricia Burks-Jelks.

Appointment of University Officer (UT Institute of Agriculture)

President Boyd presented Dr. Carrie Castille to serve as the next Senior Vice Chancellor and Senior Vice President for the UT Institute of Agriculture. Dr. Castille’s qualifications, recommended compensation, and other terms of employment were included in the meeting

materials under Tab 1. Upon motion duly made and seconded, a roll call vote was taken, and the Board of Trustees unanimously approved *Resolution 023-2022* appointing Dr. Carrie Castille to serve as Senior Vice Chancellor and Senior Vice President for the UT Institute of Agriculture.

Approval of Compensation and Other Terms of Employment of Former Officer

Chair Compton directed the Trustees' attention to the resolution electing Dr. Mark La Branche to serve as a Special Assistant to the President of the UT System. Dr. La Branche's qualifications, recommended compensation, and other terms of employment were included in the meeting materials under Tab 2. Upon motion duly made and seconded, a roll call vote was taken, and the Board of Trustees unanimously approved *Resolution 024-2022* appointing Dr. La Branche as a Special Assistant to the President.

Resolution in Honor of Mark La Branche

President Boyd recognized the extraordinary contributions of Dr. La Branche, as the former President of Martin Methodist College ("MMC"), whose leadership resulted in MMC becoming a part of the UT System, and as the inaugural Chancellor of UT Southern, leading a year of significant change and transition. Dr. La Branche thanked the Trustees, President Boyd, the UT administration, and the UT Southern community for their contributions to the successful merger of MMC into the UT System. Upon motion duly made and seconded, , a roll call vote was taken, and the Board of Trustees unanimously approved *Resolution H003-2022* honoring Dr. La Branche for his service to the University, UT Southern, and the State of Tennessee.

Adoption of In-State Residency Classification (Veterans and Military-Affiliated Individuals)

President Boyd referred the Trustees to the comments made earlier in the meeting by ROTC Cadet Noah Smith and to the materials contained under Tab 3. Upon motion duly made and seconded, the Board of Trustees unanimously approved *Resolution 025-2022* authorizing In-State Residency Classification for Veterans and Military-Affiliated Individuals.

Board Governance Matters

Election of the Chair of the Board. Chair Compton announced that he would be abstaining from voting on the next agenda item and asked Trustee Amy Miles, in her role as Chair of the Audit and Compliance Committee, to chair the next portion of the meeting.

Trustee Miles advised that under the University's Bylaws, the Chair of the Board is to be elected at the Annual Meeting. The Board Chair serves a two-year term, which will cover the period from July 1, 2022 through June 30, 2024. In general, the Chair may be elected to serve no more than three consecutive terms. Trustee Miles then opened the floor for nominations. Trustee Donnie Smith nominated John Compton to serve an additional term as Chair. Trustee Bill Rhodes commended Mr. Compton for his past service as Chair

(recognizing his balanced approach, preparation, passion for the University, and his willingness to listen) and expressed his enthusiastic support of the nomination.

Upon motion duly made and seconded, a roll call vote was taken, and the Board of Trustees approved *Resolution 026-2022* electing John Compton to serve as Chair of the Board of Trustees. Following the vote, Trustee Miles congratulated Mr. Compton and thanked him for his past and continuing service. Chair Compton resumed chairing the meeting. He expressed his gratitude to the Trustees for putting their trust in him and for the efforts they have made on behalf of the UT System over the recent years.

Appointment of Standing Committees and Chairs. Chair Compton advised that, under the Bylaws (except for the student and faculty members of the ERS Committee), the Board is responsible for appointing the members and chairs of standing committees. Appointments are for a two-year term (July 1, 2022 through June 30, 2024). The proposed appointments of the Committee Chairs, and the appointments to the Committees were included in the materials under Tab 4.2. Chair Compton recognized two Trustees who had completed their service as Committee Chairs: (i) Amy Miles, Chair of the Audit and Compliance Committee; and (ii) Donald J. Smith, Chair of the ERS Committee. Chair Compton announced that Decosta Jenkins is being advanced to serve as Chair of the Audit and Compliance Committee, Jamie Woodson is being nominated to serve as Chair of the ERS Committee, and Mr. Smith is being nominated to continue as a member of the Executive Committee.

Upon motion duly made and seconded, a roll call vote was taken (with Trustees Rhodes and Jenkins abstaining from voting on their Committee Chair nominations; Trustee Woodson was not in attendance), and the Board approved the appointments to the Committees and the Committee Chairs, as set forth in *Resolution 027-2022*.

Approval of Revised Board Policies

Cynthia C. Moore, Board Secretary and Special Counsel, provided an overview of the following four Board policies:

- Board Policy (BT0001) - Statement of Governance and Trustee Commitment;
- Board Policy (BT0002) - Code of Ethics for Trustees;
- Board Policy (BT0003) - Conflict of Interest Policy for Trustees; and
- Board Policy (BT0008) - Naming of Facilities and Other Assets.

Ms. Moore noted that the three Board governance policies had been presented to the Executive Committee for review and discussion prior to bringing the policies before the full Board. The Statement of Governance and Trustee Commitment is a new policy. All of the other policies being presented to the Board are revisions of existing policies. The policies are described in more detail under Tabs 5.1 through 5.4 in the meeting materials.

Upon recommendation of Chair Compton, the Board considered the recommended revisions to the four Board Policies as one action. Upon motion duly made and seconded, a roll call vote was taken, and the Board of Trustees approved the Board Policies. (*See Resolutions 028-2022 through 031-2022*)

Adoption of Permanent UAPA Rules for UT Southern

Ryan Stinnett, General Counsel, reminded the Trustees that the Tennessee Uniform Administrative Procedures Act ("UAPA") requires the University campuses to adopt certain rules through a rulemaking process. When UT Southern became a part of the system, the University began working on three rules: (i) Student Code of Conduct (Chapter 1720-07-01); (ii) Library Fines (Chapter 1720-07-02); and (iii) Parking (Chapter 1720-07-03). Mr. Stinnett briefly reviewed each of the proposed rules, as further described under Tabs 6.1 through 6.3 in the meeting materials. Mr. Stinnett stated that public rulemaking hearings were held, and no comments were received. If approved by the Board, the rules will be sent to the Attorney General's Office for final legal approval and then filed the Tennessee Secretary of State. Ninety days after the filing and posting to the Secretary of State's website, the rules will become final. During this period, the rules will be presented for review by the Joint Government Operations Committee of the General Assembly.

Upon recommendation of Chair Compton, the Board considered the recommended adoption of permanent UAPA rules for UT Southern as one action. Upon motion duly made and seconded, a roll call vote was taken, and the Board of Trustees approved *Resolution 032-2022*.

Committee Reports

Audit and Compliance Committee. Committee Chair Miles provided the Committee's report on its meeting of June 23, 2022. At that meeting, the Committee received updates on: (i) Title IX; (ii) Athletics Compliance; and (iii) the Name, Image and Likeness program. There were no action items before the Committee.

Education, Research, and Service Committee. Committee Chair Smith began his remarks by thanking Student Trustee Gutridge and Dr. Phyllis Richey for their service on the Committee over the past year. He also recognized Dr. Linda Martin and Dr. Stacey Patterson for their support and efforts on behalf of the ERS Committee and the University. Committee Chair Smith then provided an overview of the items discussed at the meeting held earlier in the morning, including the action items being brought forward for the Board's approval as set forth on the consent agenda.

Finance and Administration Committee. Committee Chair Bill Rhodes provided the Committee's report, which included a review of: (i) the Audited Financial Statements for FY 2020-21; (ii) the current financial performance and year-end projections for FY 2021-22; and (iii) an overview of tuition/fees and affordability. The Committee is recommending for approval a number of items that appear on the consent agenda – most notably, a request to

increase the project budget for renovation of the Neyland Stadium and a new Campus Master Plan for UT Martin.

Committee Chair Rhodes also provided an overview of the FY 2022-23 Operating Budget, Capital Outlay Funding Requests, Capital Maintenance Funding Requests, Revenue/Institutionally-Funded Capital Projects, and Capital Demolition Funding Requests. He noted that state funding for the University has increased, making it possible to ensure that there will be no increase tuition and mandatory fees, while also providing funds for the largest salary pool in University history, breaking the record set in FY 2021-22.

Upon motion duly made and seconded, a roll call vote was taken, and the Board of Trustees approved the FY 2022-23 Operating Budget (including Salary Plan, Student Tuition and Fees, and Room and Board Rates). *See Resolution 033-2022*

Chair Compton then called for a vote on the four Capital Budget items recommended for the Board's consideration. Upon motion duly made and seconded, the Board of Trustees approved the following resolutions by roll call vote.

- Capital Outlay Funding Requests, FY 2023-24 through FY 2027-28
- Capital Maintenance Funding Requests, FY 2023-24 through FY 2027-28
- Revenue/Institutionally-Funded Capital Projects, FY 2023-24
- Capital Demolition Funding Requests, FY 2023-24

(See Resolutions 034-2022 through 037-2022)

Annual Presidential Performance Review

Chair Compton indicated that he conducted an annual review of President Boyd's performance in accordance with the Board's Policy on Presidential Performance Reviews. A full copy of the written assessment, which includes a list of 2021 objectives and accomplishments and a list of 2022 goals and objectives, was included in the meeting materials (Tab 9). Chair Compton provided an overview of the review process, which, he noted is one of the most comprehensive in higher education.

Chair Compton spoke with Chancellors and other members of the senior leadership team, who expressed an interest in providing additional feedback beyond the electronic survey. As required under the Board Policy, President Boyd's performance was discussed with Lt. Governor and Speaker of the Senate Randy McNally and Tennessee Speaker of the House of Representatives Cameron Sexton. In this regard, the feedback was very positive with respect to his performance, the overall direction of the University, and the efforts of the Board. Chair Compton also met with President Boyd to discuss his performance and goals, with two members of the Executive Committee joining as observers. He noted that since that meeting, approximately 30 days ago, President Boyd and his team have launched the Strategic Dashboard, which was a priority requested by the Board.

Chair Compton noted that President Boyd's performance can be measured by the support the State provides in terms of salary increases, new programming, capital project support,

as well as federal program support. Chair Compton also reminded those in attendance that President Boyd has repeatedly turned down offers of compensation for what is an extraordinarily challenging position and cited him as the epitome of a servant leader. Other members of the Board shared their perspectives on President Boyd's performance, which were very positive, and praised his passion, optimism, energy, and the relationship he has forged with elected officials and students at every campus. President Boyd thanked the Board for their support and words of encouragement. He also thanked the dedicated individuals across the UT System, who have worked to advance the mission of the University.

Upon motion duly made and seconded, a roll call vote was taken, and the Board approved the Annual Presidential Performance Review (*Resolution 038-2021*).

UT Health Science Center Update

Dr. Peter Buckley, Chancellor of the UT Health Science Center (UTHSC), provided an update on the progress of UTHSC. Highlights included: (i) the Healthy Smiles Initiative, which provides dental health care and education to residents of rural Tennessee; (ii) a joint program in nursing with UT Southern, which is currently under review by the Tennessee Higher Education Commission; (iii) advancing the Tennessee Population Health Consortium; and (iv) building a public-private pharmaceutical innovation at the Plough Center. UTHSC is also working to establish a brand identity that promotes its presence and contributions in Memphis and throughout the State of Tennessee.

Consent Agenda

Chair Compton asked if there were any requests to remove an item from the consent agenda. There being none, upon motion duly made and seconded, a roll call vote was taken, and the Board approved: (i) the Resolution to adopt the minutes of the prior meeting of the Board, (ii) the Resolution Appointing a Managerial Group for U.S. Government Contracts; (iii) items from the ERS Committee; and (iv) items from the Finance and Administration Committee. (A complete list of the approved items from the Consent Agenda appears at the end of these minutes.)

Closing Remarks

Chair Compton expressed his gratitude to the many people who contributed to success of the Board and Committee meetings over the past two days. He announced that the Fall Meeting of the Board will be held at UT Martin on October 27 and 28, 2022.

With no further business to come before the Board, the Chair adjourned the meeting.

Respectfully Submitted,

/s/ Cynthia C. Moore

Cynthia C. Moore

Secretary and Special Counsel

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Board of Trustees
June 24, 2022

Approved Consent Agenda Items

- Minutes of the Prior Meeting (Winter Meeting of February 25, 2022)
- Resolution Appointing a Managerial Group for U.S. Government Contracts
- Items from the Education, Research, and Service Committee:
 1. 2022 Institutional Mission Profile Statements
 2. Authorization for Conferral of Degrees, 2022-23 Academic Year
 3. Academic Program Modifications
 - Master of Science in Industrial and Organizational Psychology, UTC
 - Bachelor of Arts in Africana Studies, UTK3) Bachelor of Arts in Physics, UTK
 - Master of Science in Engineering Management, UTK
 - Bachelor of Science in Philosophy, UTM
 - Bachelor of Arts in Fine and Performing Arts, UTM
 4. New Academic Programs
 - Master of Health Science in Pathologists' Assistant, UTHSC
 - Bachelor of Science in Public Health, UTK
 - Bachelor of Science in Construction Management, UTM
 5. Tenure Recommendations Requiring Board Approval
 - Grant of Tenure upon Initial Appointment
 - Grant of Tenure upon Early Consideration
 6. Proposed Faculty Handbook Revisions, UTC
- Items from the Finance and Administration Committee:
 1. Redefining the Future of Neyland Stadium (UTK)
 2. Campus Master Plan (UTM)
 3. Acquisition of 888 East Third Street, Chattanooga, TN (UTC)
 4. Acquisitions of Properties at 417 West Flower Street and 635 West Madison Street, Pulaski, TN (UTS)
 5. Alcoa Highway/UT Lifestar Road Easements (UTK)
 6. Sale or Transfer of Gift Property Not Held for Institutional Use (UTIA/UTM)
 7. Ratification of Quasi-Endowments Created during FY 2021-22
 8. Procedures Governing Compensation Increases during FY 2022-23

(See Resolutions 039-2022 through 061-2022)

Attachment 1 – Summary of Speaker Remarks

- The Honorable Eddie Smith, former State Representative for Tennessee House District 13, who now serves as Director of Organizational Advancement for Childhelp Tennessee. Mr. Smith expressed his gratitude to the members of the Kappa Delta Sorority at UT Knoxville for their fundraising efforts over the past two years. The \$85,000 raised by Kappa Delta allowed Childhelp to expand the services provided to at-risk, neglected, and abused children in Knoxville, which increased over the course of the COVID-19 pandemic.
- Zachary J. Ridder, Academic Adviser at UT Chattanooga, advocated for increasing the minimum wage at UT Chattanooga to \$15/hour, particularly to support those employees who worked through the pandemic to ensure that the campus community could live, work, and learn in a safe environment. He observed that UT Chattanooga may be at a disadvantage in attracting employees, including student workers, as other employers raise their minimum wage rates. Mr. Ridder also noted that other UT campuses have increased the minimum wage to \$15/hour.

Dr. Steve Angle, Chancellor of UT Chattanooga, responded that the administration values the efforts of its faculty, staff, and student workers. Over the past year, the minimum wage has been raised to \$11.30/hour, with plans in place to raise that rate to \$13/hour, and ultimately to \$15/hour. He added that UT Chattanooga offers competitive benefits, but has to balance available funding and salaries, with the overarching goal of keeping costs affordable for its students.

- Todd Freeberg, Professor and Associate Head of the Department of Psychology and Director of the College Scholars Honors Program in the College of Arts and Sciences (CAS) at UT Knoxville, expressed his concerns regarding the possibility that CAS will be divided into two separate schools. He pointed out that: (i) undergraduate enrollment in CAS is comparable to that of the Haslam College of Business; (ii) several departments straddle both Liberal Arts and Natural Sciences; and (iii) splitting CAS into two separate schools would increase administrative costs, could impede collaboration between departments, and, inadvertently, lead to gender disparity in terms of faculty representation.

Responding to Dr. Freeberg, Chair Compton advised that, at this time, no proposals to restructure CAS have been brought forward for consideration by the Board. He encouraged Dr. Freeberg and his colleagues to discuss their concerns with Chancellor Donde Plowman or Provost John Zomchick.

- John Han, Lecturer in the Department of English at UT Knoxville, addressed the Board regarding the potential demolition of Dunford Hall to construct a new building for the Haslam College of Business. Dr. Han expressed his concern that the campus community had not been consulted regarding the proposed demolition, which would displace faculty, staff, and students in several departments, offices, and laboratories. He asked

that plans to demolish Dunford Hall be paused and that the campus community be included in planning efforts.

Chair Compton stated that there is no action presently before the Board pertaining to the demolish Dunford Hall. He asked Dr. Dun and his colleagues to work with Chancellor Plowman and Provost Zomchick regarding their concerns.

- Amber Johnson, Graduate Teaching Associate in Rhetoric, Writing, and Linguistics in the Department of English at UT Knoxville, addressed the Board regarding establishing a family and medical leave policy for graduate students. Under the current policy (the Graduate Student Leave of Absence Policy), graduate students seeking to take a formal leave of absence of any kind are required take off a full semester. During that time, graduate students do not receive a stipend and must pay for their own health insurance. Dr. Johnson described how the existing policy impacted her, as well as several other colleagues. She stated that providing a family medical leave policy for graduate students would assist current graduate students, and act as an incentive for new graduate students. She urged the Board to encourage the University Administration to establish a family medical leave policy for graduate students that would provide 12-months of continuous health insurance coverage, along with stipend payments.

President Randy Boyd thanked Dr. Johnson for bringing this matter forward. He advised the Trustees that the University Administration would look into the leave policy for graduate students and report back to the Board at a future meeting.

- Mia Romano, Senior Lecturer of Spanish Studies in the Department of Modern Foreign Languages & Literatures (MFLL) at UT Knoxville, read a statement prepared by Katherine Hodges-Kluck (Communications Coordinator in The Marco Institute for Medieval and Renaissance Studies, UT Knoxville) and Andrea Stedman, (an Academic Advisor, MFLL, UT Knoxville).^{*} The statement described challenges facing staff at the University, including: salary and compensation issues; lack of opportunity for reclassification or promotion; and increased workloads. The statement also noted that the University's employees are required to work 40 hours a week, while counterparts at the Tennessee Board of Regents have had a 37.5 workweek since 1982. A copy of the statement is filed with these minutes.
- Sarah Eldridge, Associate Professor of German, MFLL, UT Knoxville, discussed working conditions throughout the University System, including: (i) a decrease in the number of workers in facilities services from 3,400 in 2016 to 2,200 in 2020; (ii) high turnover and loss of administrative support staff and academic advisors; (iii) increased workloads, combined with low salaries; and (iv) little to no flexibility or opportunity for professional development. Dr. Eldridge said that these same issues are impacting

^{*} *Chair Compton granted a one-time exception to the Board's Standing Rule Governing Requests to Address the Board, which allowed the statement to be read at the meeting by Dr. Romano rather than presented by either Ms. Hodges-Kluck or Ms. Stedman.*

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faculty members, with non-tenure track faculty shouldering higher teaching loads. Dr. Eldridge echoed statements made by earlier speakers regarding the need for greater transparency with respect to restructuring of academic programs and demolition/construction of new facilities.

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Board of Trustees
June 24, 2022



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

3.2

AGENDA ITEM SUMMARY

Meeting Date: October 28, 2022

Item: **2021-22 Annual Report to the General Assembly**

Type: Action

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 2021-22 follows this summary.

Resolved: The Board of Trustees approves the 2021-22 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 2022



THE UNIVERSITY OF
TENNESSEE
SYSTEM

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ANNUAL REPORT TO THE GENERAL ASSEMBLY

3.2

**From
President
Randy Boyd**

“Defining our Greatest Decade” represents the guiding principles for our work and a truth that is evident in all facets of what we do.

It may seem like a bold claim, but as we reflect on the past year, the proof isn’t hard to find.

Across our campuses—Knoxville, Chattanooga, Martin, Pulaski, the Health Science Center in Memphis, the statewide Institute of Agriculture

and the Institute for Public Service—the UT System has continued to create, inspire and guide our University towards increased excellence.

We’ve enjoyed record enrollment at a time when across the nation, enrollment has steadily declined in higher education. We welcomed additional strong leadership across the System and received historic investments from the Tennessee General Assembly, including funding for student scholarships, investments that help address the state’s medical residency shortage and significant financial support for the UT Oak Ridge Innovation Institute, which is now positioned to sustainably bring together leading scientists and engineers with students and faculty under one umbrella

to provide innovative education, training, and workforce development in areas of vital importance to Tennessee and our nation.

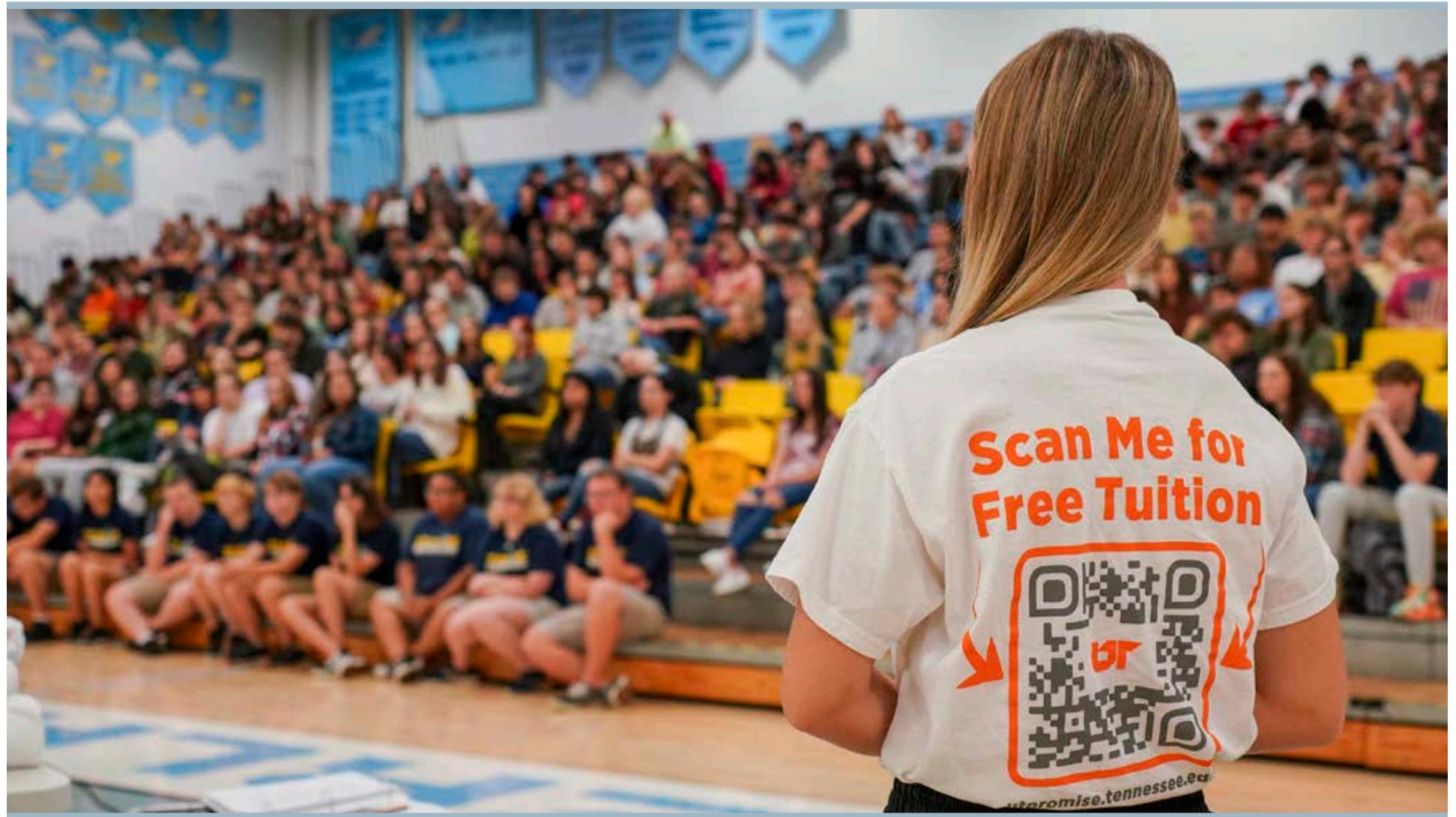
To truly fulfill our mission of building the greatest decade in UT’s history, we must work together to leverage every hour of every day with a sense of urgency. To that end, we implemented in-state tuition benefits for military-affiliated students at all campuses, established the non-partisan Institute for American Civics at UT Knoxville and are helping extend the educator pipeline through the Grow Your Own program. And there’s so much more.

At UT, we are defining our greatest decade not by chance, but because we have an unending desire to be the best we can be for our students, the great state of Tennessee and our nation. To that end, we will be working to identify and solve some of our state’s greatest challenges through collaboration, statewide outreach and education. It is something I know we can accomplish as I remain inspired by what we continue to accomplish every year across the state through collaboration across the System.

Defining our greatest decade is not just an ideology, it’s a truth. After the transformative year we’ve had, I’m more eager than ever to see it expanded upon in the years to come.

A handwritten signature in black ink, appearing to read "Randy Boyd". The signature is fluid and cursive, with a large, stylized 'B' and 'Y'.

3



MILESTONES

3.2

UT SETS RECORD ENROLLMENT, SEES GRADUATION GAINS

At a time when almost half of high school seniors are deciding not to continue their education after graduation, the UT System enjoyed significant gains in enrollment.

Not only is the University of Tennessee attracting more students, in the past five years, it has seen a 4.5% growth in the six-year graduation rate. In 2022, UT Knoxville had a 72.6% six-year graduation rate, while UT Martin had 52.6% graduation rate and UT Chattanooga had a 52.3% graduation rate.



Total enrollment increased to 56,032, almost 4%, across the UT System, with undergraduate enrollment up nearly 5%. Additionally, the UT System saw an increase of 12.2% in new freshmen, as well as an increase of 3.6% in transfers and a 1.4% increase in new graduate students.



Total enrollment grew 6.6% from 31,701 last year to 33,805 this year, with undergraduate enrollment up 7.9%. UT Knoxville led all campuses with a 15.1% increase in new freshmen and 9% growth in transfers.



While overall enrollment of 11,283 declined 1.5%, the campus saw an 8.2% growth in new freshmen.



Total enrollment grew 2.3% to 6,873 students, due to a 6.4% increase in new freshmen and a 5.7% increase in new transfers. The campus saw nearly 19% growth in new graduate students.



The total enrollment at UT's newest campus grew 6.6% to 934 students, in large part due to a 28.4% increase in new transfers. The campus also had a 16.7% increase in new graduate students.



While total enrollment was down 3% to 3,142 students, undergraduate enrollment was up 11.7%. The campus also saw a 17.1% increase in new transfer students.

IN-STATE TUITION BENEFITS MILITARY



The University of Tennessee System began classifying veterans and military-affiliated individuals as in-state residents in Fall 2022.

This benefit allows military-affiliated students—veterans, active-duty military personnel, reservists, Tennessee National Guard members, and Army and Air Force ROTC cadets—to attend a UT institution of their choosing at the in-state tuition rate.

“In order to make this the greatest decade in UT history, we must continually seek ways to honor our land-grant mission by making our universities more accessible to those who wish to achieve their dream of earning a college degree,” UT System President Randy Boyd said. “We owe a great debt of gratitude to our military men and women. Lessening the financial burden of attending one of our universities is one small way we can say ‘thank you’ for your service.”

The UT System averages about 1,745 veterans, service members and dependents who are students on each of its campuses and institutes across the state.



NEW LEADERS CONTINUE PATH OF EXCELLENCE



Peter Buckley, UTHSC Chancellor

Feb. 1, 2022

Peter Buckley previously served as the dean of the Virginia Commonwealth University (VCU) School of Medicine since 2017 and also served for seven years as School of Medicine dean at the Medical College of Georgia in Augusta. A psychiatrist and international expert in schizophrenia, Buckley is also a professor of psychiatry. From January through September 2020, he served as interim CEO of VCU Health System and interim senior vice president of VCU Health Sciences while leading the health system-health sciences response to the COVID-19 pandemic. In service to academic medicine, Buckley chairs the Administrative Board of the Council of Deans of the Association of American Medical Colleges (AAMC) and is also on the AAMC's Board of Directors.



Carrie Castille, UTIA Senior Vice Chancellor/Senior Vice President

July 1, 2022.

Carrie Castille previously served as director of the National Institute of Food and Agriculture (NIFA), she was a senior leader in the United States Department of Agriculture (USDA) and the first woman to serve as NIFA director in a non-acting capacity. During her 14 months as NIFA director, 168 people were hired into or promoted from within the understaffed agency, employee satisfaction measures dramatically increased and the agency resumed its proper national leadership role in 4-H. Castille was appointed by the USDA secretary to the National Agriculture Research, Extension, Education and Economics (NAREEE) advisory board from 2010 – 2017. During this time, she served as NAREEE Board chair, and was a delegate to the Association of Public and Land-grant University's Council for Agriculture Research, Extension and Teaching.



Linda Martin, UTS Interim Chancellor

July 1, 2022.

Linda Martin serves as the vice president for academic affairs and student success for the UT System. She served as interim senior vice chancellor/senior vice president for the University of Tennessee Institute of Agriculture (UTIA) from September 2021 until taking on the role of interim chancellor. Martin's previous 10-year career at Ohio State included serving as the Sanford G. Price and Isabelle P. Barbee Endowed Chair for Teaching, Advising and Learning and as associate dean and director for academic affairs for the College of Food, Agricultural, and Environmental Sciences. Previously, she was assistant dean for academic programs for the College of Agricultural Sciences and Natural Resources at Oklahoma State University. Martin began her career in higher education as a faculty member at Kansas State University, serving in the department of animal sciences and industry for 15 years. In all, she has spent more than three decades at land grant institutions.

UT-ORII ESTABLISHES STATE AS PREMIER STEM HUB



engineering and math (STEM) talent, innovation and industry.

In response to America's need for a stronger pipeline of STEM talent, UT-ORII officially launched in 2021. In April 2022, the Tennessee General Assembly voted to include \$72 million for UT-ORII in its FY22-23 state budget. This contribution completes the state's \$80 million commitment to UT-ORII eight years ahead of schedule. State legislators funded \$8 million of that pledge in its FY21-22 budget.

"UT-ORII builds on existing strengths and partnerships with UT and Oak Ridge National Laboratory and establishes a strategic presence for critical collaborative research, interdisciplinary education and workforce development to move our state forward," said UT System President Randy Boyd.

The institute is a system-wide initiative that works across the state of Tennessee.

UT-ORII is initially focusing its joint research, education and workforce development efforts on two areas of national and statewide importance: clean manufacturing



and advanced materials and energy storage and transportation. In 2022, actions to advance these efforts included:

- A targeted national recruitment campaign for two new Governor's Chairs and additional joint faculty members with expertise in clean manufacturing and advanced materials, and energy storage and transportation.
- More than \$2.3 million in UT-ORNL joint research funding through new UT-ORII seed grants and the Science Alliance.
- An expanded recruitment effort of the best and brightest students for UT-ORII's three graduate programs.
- Doubling the number of SMArt (Student Mentoring and Research Training) interns. In 2022, 43 of the nation's top undergraduates spent 10 weeks working alongside UT and ORNL researchers. The SMArt program is one of the many ways UT-ORII is recruiting the most promising talent to its graduate programs and encouraging talented graduates to build careers in Tennessee.
- Train-the-trainer workshops on machining for Tennessee teachers, an America's Cutting Edge workforce development effort supported by UT-ORII, the Institute for Advanced Composites Manufacturing Innovation (IACMI), the Department of Defense and UT Knoxville.
- Teaming with Nissan, Middle Tennessee Electric, Tennessee State University and Seven States Power Corporation to launch an innovative second-life battery storage project, with a UT-ORNL's Governor Chair leading the research.
- The creation of a learning collaborative to share best practices and lessons learned on joint educational programs and models for collaborative research and engagement. Participants include UT Knoxville, UT Chattanooga, UT Martin, UT Health Science Center, Vanderbilt University, University of Memphis, Tennessee State University, East Tennessee State University, Pellissippi State, ORNL, Tennessee Achieves and IACMI.
- Planning for a spring 2023 launch of Science Saturdays, a new hands-on science program for Tennessee middle schoolers.



CIVICS INSTITUTE ESTABLISHED

Gov. Bill Lee and Tennessee lawmakers created the Institute of American Civics in the Howard H. Baker Jr. Center for Public Policy at UT Knoxville. It will support statewide efforts to advance civic education and constructive debate and to foster deeper understanding of American government and the principles that contributed to the country's founding.

Individuals from across the national political spectrum make up the 13-member Board of Fellows advising the Institute of American Civics. Board members are:

- **Phil Bredesen**, former Tennessee governor
- **Bill Haslam**, former Tennessee governor
- **A. B. Culvahouse**, counsel at O'Melveny & Myers and former United States ambassador to Australia, serving as chair
- **Marianne Wanamaker**, professor of economics and executive director of the Baker Center, the University of Tennessee, Knoxville
- **Danielle Allen**, professor of government and director of the Edmond J. Safra Center for Ethics, Harvard University

- **Arthur Brooks**, William Henry Bloomberg Professor of the Practice of Public Leadership, Harvard Kennedy School; professor of management practice, Harvard Business School
- **Daniel Diermeier**, chancellor of Vanderbilt University
- **Amy Elias**, Chancellor's Professor, distinguished professor of English and director of the UT Humanities Center, the University of Tennessee, Knoxville
- **Robert George**, McCormick Professor of Jurisprudence and director of the James Madison Program in American Ideals and Institutions, Princeton University
- **Claudia Williamson Kramer**, Probasco Chair of Free Enterprise, professor of economics, University of Tennessee at Chattanooga
- **Jon Meacham**, Carolyn T. and Robert M. Rogers Chair in American Presidency and co-chair of the Vanderbilt Project on Unity and American Democracy, Vanderbilt University
- **Glenn Reynolds**, Beauchamp Brogan Distinguished Professor of Law, the University of Tennessee, Knoxville
- **Paul Stumb**, president of Cumberland University

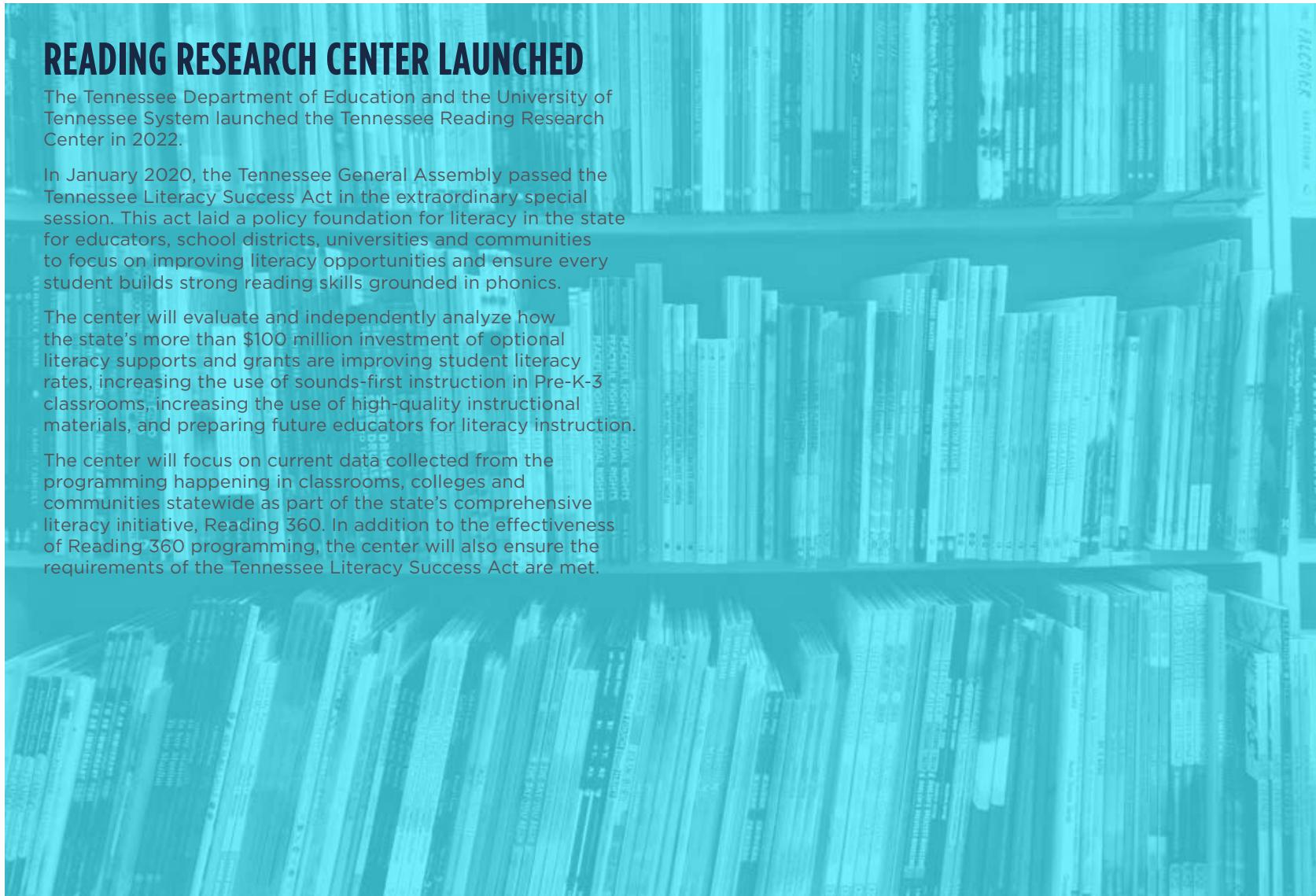
READING RESEARCH CENTER LAUNCHED

The Tennessee Department of Education and the University of Tennessee System launched the Tennessee Reading Research Center in 2022.

In January 2020, the Tennessee General Assembly passed the Tennessee Literacy Success Act in the extraordinary special session. This act laid a policy foundation for literacy in the state for educators, school districts, universities and communities to focus on improving literacy opportunities and ensure every student builds strong reading skills grounded in phonics.

The center will evaluate and independently analyze how the state's more than \$100 million investment of optional literacy supports and grants are improving student literacy rates, increasing the use of sounds-first instruction in Pre-K-3 classrooms, increasing the use of high-quality instructional materials, and preparing future educators for literacy instruction.

The center will focus on current data collected from the programming happening in classrooms, colleges and communities statewide as part of the state's comprehensive literacy initiative, Reading 360. In addition to the effectiveness of Reading 360 programming, the center will also ensure the requirements of the Tennessee Literacy Success Act are met.





First Lady Jill Biden at a pep rally hosted by UT Knoxville on September 12, 2022 with leaders, participants, and supporters of the Grow Your Own program.



GROW YOUR OWN BEGINS



The Tennessee Department of Education and the University of Tennessee System launched the Tennessee Grow Your Own Center, a \$20 million investment to support an innovative educator pipeline work through Tennessee's Teacher Apprenticeship model.

This program aims to set a new path for the educator profession and for Tennessee to be the top state in which to become and remain a teacher and leader. Educators statewide work hard to advance students' academic outcomes and ensure future readiness, inspiring their growth and achievement every day.

Tennessee is the first state in the country to sponsor Teacher Occupation Apprenticeship programs between school districts and educator preparation providers. Tennessee's Teacher Apprenticeship model aligns leading practices in teacher preparation and development with the rigors of the nationally registered apprenticeship processes.

"With four educator preparation programs located across the state in Knoxville, Chattanooga, Martin and Pulaski, and UT's presence in all 95 counties through the UT Institute of Agriculture, we are truly able to reach every corner of the state to support student achievement, train high-quality teachers and engage every school district," UT System President Randy Boyd said.

UT PROMISE EXTENDED TO HELP MORE STUDENTS

\$1.2 Million Gift Given on Behalf of Law Firm



In August and September, UT President Randy Boyd visited more than 20 high schools to increase awareness about the UT Promise program, which just extended the household income level for UT Promise scholarship recipients from \$50,000 to \$60,000.

"When UT Promise was launched two years ago, we traveled the state to educate high school students and educators about how UT is working to make it easier for working- and middle-class families to achieve a college degree," Boyd said. "With the

change in UT Promise's household income threshold, we are eager to travel the state again to make sure our communities know about the extra help that is available."

At Central High School in Chattanooga during the tour, the Rufolo and Rodgers law firm announced the \$1.2 million gift to UT Promise. That gift will help graduates from 12 high schools in the Chattanooga area attend a UT System undergraduate campus.

UT Promise is a last-dollar scholarship program that guarantees free tuition and fees after other financial aid is received (such as Pell Grants, HOPE Scholarship or other institutional scholarships) for undergraduate, Tennessee residents with a family household income under \$60,000 enrolling at University of Tennessee campuses located in Knoxville, Chattanooga, Martin, Memphis and Pulaski.

"Increases in investments to the UT Promise Endowment mean even greater opportunities for students to achieve their dream of obtaining an undergraduate degree," Boyd said. "Now, more than half of all Tennesseans can qualify financially for UT Promise, giving working and middle-class families a little extra help with college tuition and certain fees."

UT announced plans for UT Promise in March 2019 for students with a household income of \$50,000 or less. Since that time, more than 1,800 students have enrolled at a UT campus tuition-free. The program also matches eligible students with a volunteer mentor to help ensure success throughout a student's college career.



UT CERTIFIED AS A GREAT PLACE TO WORK



For the first time, the University of Tennessee System has earned its certification as a great place to work.

The Great Place to Work Certification is determined by random sampling of about 40% of our current employees and what they have to say about their experience

working at the University of Tennessee System, its campuses and institutes. This year, 72% of responding employees rated the UT System as a great place to work—15 points higher than the average U.S. company. Great Place to Work is the global authority on workplace culture, employee experience and the leadership behaviors proven to deliver market-leading revenue, employee retention and increased innovation.

"As we work to make this the greatest decade in UT history, our employees are at the very core of how we deliver services to our campuses and institutes across the state," UT System President Randy Boyd said. "We have worked hard to shape culture, build purpose and enhance team cohesion, and this certification is one indication that we are successfully living out our values."

Among the top statements garnered from UT employees, this survey found:

- 91% of employees have confidence that the UT System is a physically safe place to work.
- 84% of employees feel comfortable taking time off from work when necessary.
- 84% of employees feel they are given a lot of responsibility.
- 83% of employees feel good about the ways the UT System contributes to the community.
- 82% of employees take pride in telling others they work for the UT System.

BOARD OF TRUSTEES APPROVES ZERO PERCENT TUITION INCREASE, AGAIN



The University of Tennessee Board of Trustees has once again approved an across-the-board, zero percent tuition increase for its campuses across the state. This marks the second time in the past three years that UT students and families experienced no increase in tuition.

"Rising inflation is hitting our students and families particularly hard," UT Board of Trustees Chair John Compton said. "Due in large part because of Gov. Bill Lee and our Tennessee General Assembly's historic higher education budget of \$137 million, we are in the fortunate position to keep tuition and mandatory fees flat for FY 22-23."

UT FOUNDATION SETS SECOND-HIGHEST FUNDRAISING YEAR

The University of Tennessee Foundation generated its second-highest fundraising totals in UT System history during the 2021-2022 fiscal year. The UT Foundation received over \$314 million in commitments from 75,572 donors, representing the largest number of donors in UT history.

“Our alumni and donors open doors, create opportunity and change lives through an unwavering commitment to UT, and that passion is found throughout our entire system, our state and beyond,” said Kerry Witcher, president and CEO of the UT Foundation.

Continuing to emphasize alumni engagement, each campus surpassed its alumni engagement goal and collectively UTFI set a new record with 246,730 alumni connecting with the university over the fiscal year. The Advocacy Network also grew to 8,143 with the addition of 492 new members.

This was a record-breaking year for UT Knoxville and UT Southern. UT Institute of Agriculture more than doubled its

giving totals from the previous year, and UT Knoxville Athletics had an increase of 4,153 donors. Between the four campuses that hosted days of giving campaigns—Chattanooga, Health Science Center, Knoxville and Martin—\$3.7 million in support was generated from 9,723 donors.

“In every corner of our state and beyond, I am touched and energized by the generosity of our alumni and donors,” UT System President Randy Boyd said. “These extraordinary philanthropic contributions translate into even more positive momentum as we work toward making this the greatest decade in UT history.”

The Foundation compiles giving from each campus and institute. Each campus totals were:

UT Knoxville— \$239.6 million

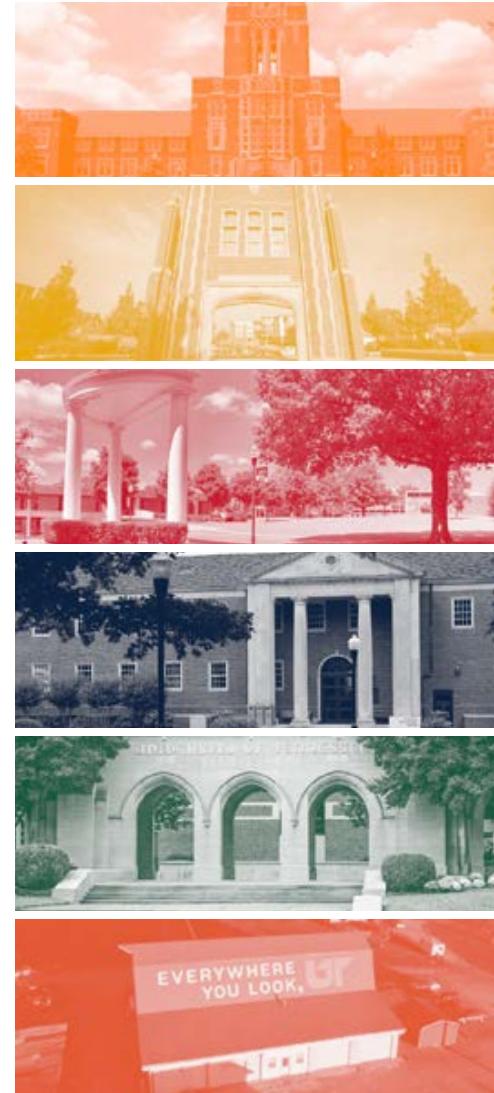
UT Chattanooga—\$10 million

UT Southern— \$4.9 million

UT Martin—\$16.5 million

UT Health Science Center—\$17.2 million

UT Institute of Agriculture—\$24.8 million



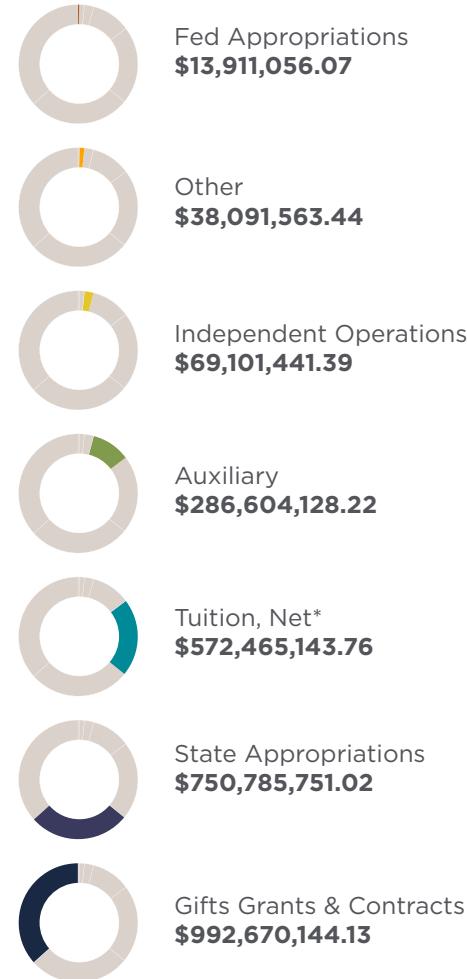
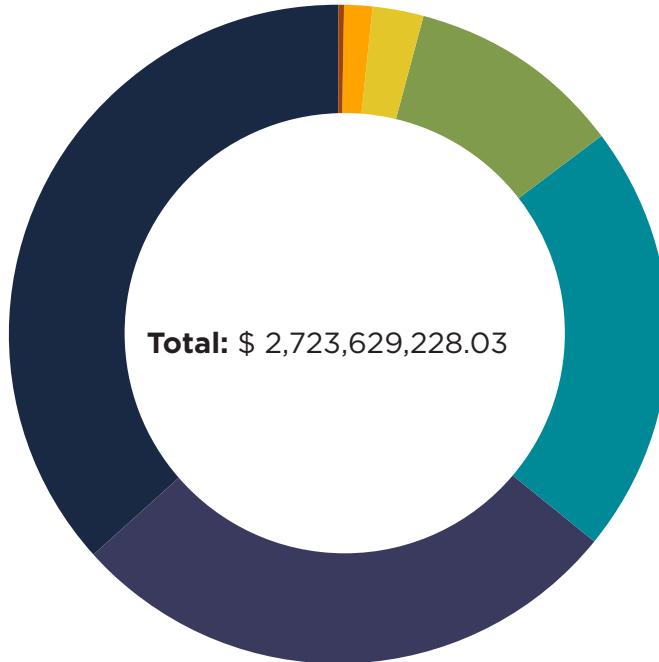


FINANCIALS

3.2

Sources of Current Funds

FOR THE FISCAL YEAR ENDED JUNE 30, 2022[†]

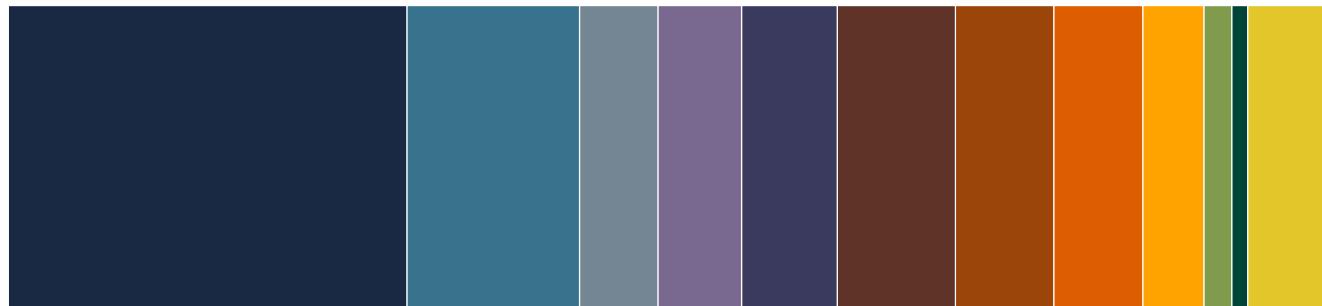


[†]Unaudited

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

FINANCIALS

3.2

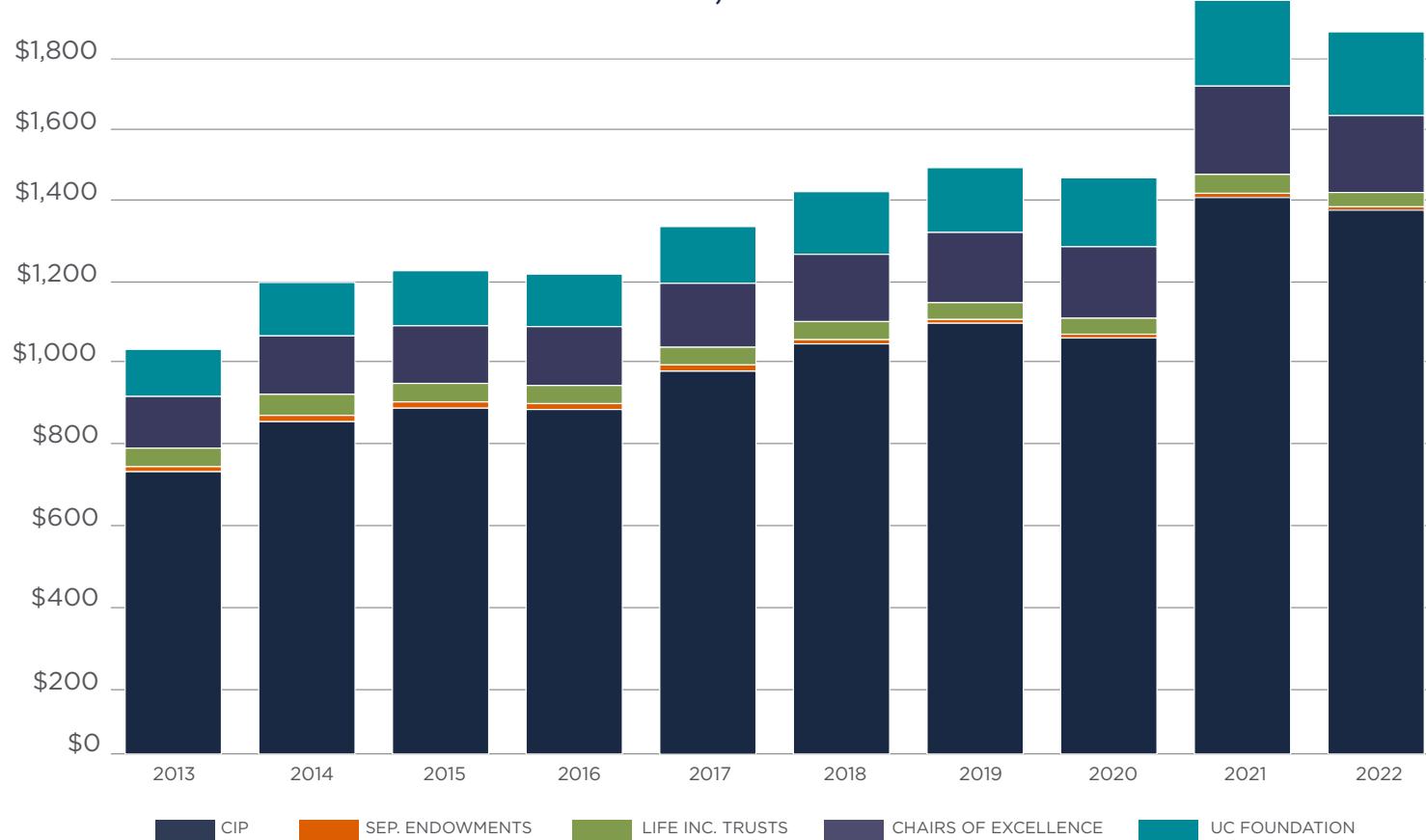
Uses of Current FundsFOR THE FISCAL YEAR ENDED JUNE 30, 2022[†]

● Instruction	745,039,548.31	30.0%	● Physical Plant	166,361,639.82	6.7%
● Research	322,318,945.11	13.0%	● Student Services	114,449,517.71	4.6%
● Student Aid	146,321,290.15	5.9%	● Independent Operations	53,097,663.48	2.1%
● Public Service	156,834,150.25	6.3%	● Other	30,639,225.29	1.2%
● Auxiliary Enterprises	180,154,091.60	7.2%	● Depreciation	165,686,768.61	6.3%
● Academic Support	220,563,606.69	8.9%			
● Institutional Support	184,623,933.97	7.4%			

Total: \$ 2,486,090,380.99[†]Unaudited

FINANCIALS

3.2

Total Funds Invested for the Benefit of UT, 2013-2022

	CIP	SEP. ENDOWMENTS	LIFE INC. TRUSTS	CHAIRS OF EXCELLENCE	UC FOUNDATION	TOTAL ASSETS
2013	\$ 672	\$ 12	\$ 44	\$ 123	\$ 112	\$ 963
2014	\$ 791	\$ 15	\$ 50	\$ 139	\$ 127	\$ 1,122
2015	\$ 823	\$ 15	\$ 44	\$ 137	\$ 131	\$ 1,151
2016	\$ 820	\$ 14	\$ 43	\$ 140	\$ 125	\$ 1,141
2017	\$ 911	\$ 15	\$ 42	\$ 152	\$ 135	\$ 1,255

	CIP	SEP. ENDOWMENTS	LIFE INC. TRUSTS	CHAIRS OF EXCELLENCE	UC FOUNDATION	TOTAL ASSETS
2018	\$ 976	\$ 10	\$ 43	\$ 160	\$ 149	\$ 1,339
2019	\$ 1,025	\$ 9	\$ 40	\$ 167	\$ 154	\$ 1,396
2020	\$ 990	\$ 9	\$ 38	\$ 170	\$ 164	\$ 1,370
2021	\$ 1,324	\$ 10	\$ 45	\$ 210	\$ 204	\$ 1,792
2022	\$ 1,294	\$ 8	\$ 34	\$ 183	\$ 199	\$ 1,719

ENROLLMENT

3.2

University of Tennessee Fall Student Enrollments Headcount

	2018	2019	2020	2021	2022*	1-Yr Change N	% 1-Yr Change %	% 5-Yr Change	5-Yr Trend
UT SYSTEM									
Undergrad	40,043	40,589	41,184	41,184	44,280	2,073	4.9%	10.6%	
Grad / Professional	10,767	10,993	11,375	11,776	11,752	(24)	-0.2%	9.1%	
Total	50,810	51,582	52,559	53,983	56,032	2,049	3.8%	10.3%	
UT KNOXVILLE									
Undergrad	22,815	23,290	24,254	25,067	27,039	1,972	7.9%	18.5%	
Grad-Academic	5,350	5,431	5,558	5,891	5,988	121	2.0%	12.2%	
Grad-Professional	729	739	747	743	778	35	4.7%	6.7%	
Total Graduate/Prof	6,079	6,170	6,305	6,634	6,766	132	2.0%	11.3%	
Total	28,894	29,460	30,559	31,701	33,805	2,104	6.6%	17.0%	
Knoxville Campus									
Undergrad	22,815	23,290	24,254	25,067	27,039	1,972	7.9%	18.5%	
Grad	5,606	5,719	5,841	6,169	6,290	121	2.0%	12.2%	
Total	28,421	29,009	30,095	31,236	33,329	2,093	6.7%	17.3%	
Vet Med									
Undergrad									
Grad	369	370	381	380	396	16	-4.2%	7.3%	
Total	369	370	381	380	396	16	-4.2%	7.3%	
Space Institute									
Undergrad									
Grad	104	81	83	85	80	(5)	-5.9%	-23.1%	
Total	104	81	83	85	80	(5)	-5.9%	-23.1%	
UT CHATTANOOGA									
Undergrad	10,195	10,239	10,311	10,016	9,884	(132)	-1.3%	-3.1%	
Grad	1,393	1,351	1,384	1,384	1,441	(42)	-2.9%	0.4%	
Total	11,587	11,588	11,590	11,695	11,457	= (174)	-1.5%	-2.6%	
UT MARTIN									
Undergrad	6,674	6,763	6,395	6,007	6,165	158	2.6%	-7.6%	
Grad	374	517	722	705	703	(2)	-0.3%	88.0%	
Total	7,048	7,280	7,117	6,712	6,868	156	-2.3%	-2.6%	
UT SOUTHERN (MARTIN METHODIST COLLEGE PRIOR TO 2021)									
Undergrad	901	890	791	852	896	44	5.2%	-0.6%	
Grad	9	14	21	24	38	14	58.3%	322.2%	
Total	910	904	812	876	934	58	6.6%	2.6%	
UT HEALTH SCIENCE									
Undergrad	359	297	224	265	296	31	11.7%	-17.5%	
Grad-Academic	1,133	1,154	1,159	1,188	1,160	(28)	-2.4%	2.4%	
Grad-Professional	1,788	1,801	1,805	1,805	1,686	(98)	-5.5%	-5.7%	
Total Graduate/Prof	2,921	2,955	2,964	2,964	2,846	(126)	-4.2%	-2.6%	
Total	3,280	3,252	3,188	3,188	3,142	(95)	-2.9%	-4.2%	

NOTES:

*2021 and 2022 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



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



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

3.3

AGENDA ITEM SUMMARY

Meeting Date: October 28, 2022

Item: [Resolution Appointing a Managerial Group for U.S. Government Contracts](#)

Type: Action

Background Information

The Department of Energy, Department of Defense, and other federal agencies with which the University has contracts impacting national security require the Board to appoint a Managerial Group and delegate to that group responsibility for negotiation, execution, and administration of U.S. government contracts. Only members of the Managerial Group will receive security clearance to access classified information related to these contracts.

A new Resolution is required to update the Managerial Group to include an Insider Threat Program Senior Official in accordance with Defense Counterintelligence & Security Agency guidance derived from 32 C.F.R. 117.

[Resolution in the Required Form is attached.]



The University of Tennessee
Board of Trustees

Resolution ____-2022

Appointment of the Managerial Group for Contracts between
The University of Tennessee and the United States Government
Pursuant to the National Industrial Security Program Operating Manual

BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE UNIVERSITY OF TENNESSEE THAT:

1. Those persons occupying the following positions at The University of Tennessee shall be known as the Managerial Group, having the authority and responsibility for the negotiation, execution, and administration of U.S. Government contracts as described in the National Industrial Security Program Operating Manual:

President

Chief Financial Officer

General Counsel

Interim Vice President for Research, The University of Tennessee System

Chancellor, The University of Tennessee, Knoxville

Vice Chancellor for Research, The University of Tennessee, Knoxville

Executive Director, The University of Tennessee Space Institute

Facility Security Officer

Insider Threat Program Senior Official

2. The Chief Executive and the members of the Managerial Group are cleared, or will be processed for clearance, to the level of The University of Tennessee's facility clearance. If uncleared, pending issuance of the requested access authorization, such individual shall be excluded from all access and shall not participate in any decision or other matter pertaining to the protection of classified information and/or special nuclear material.
3. The above-named Managerial Group is hereby delegated all of the Board's duties and responsibilities pertaining to the protection of classified information and/or special nuclear material released to The University of Tennessee.
4. In the future, when any individual is appointed to the Managerial Group as an additional member or replacement member, such individual shall immediately be processed for an access authorization at the same level as The University of Tennessee's facility clearance. Pending issuance of this requested access authorization, such individual shall be excluded from all access and shall not participate in any decision or other matter pertaining to the protection of classified information and/or special nuclear material.

5. The following named officers and members of the Board of Trustees of The University of Tennessee shall not require, shall not have, and can be effectively excluded from access to all classified information and/or special nuclear material released to The University of Tennessee and do not occupy positions that would enable them to affect adversely the policies or practices of The University of Tennessee's performance of classified contracts for the U.S. Government:

Officers

<u>Name</u>	<u>Title</u>
Steve R. Angle	Chancellor, University of Tennessee at Chattanooga
William H. Byrd III	Vice President, Institute for Public Service
Keith S. Carver	Chancellor, University of Tennessee at Martin
Tiffany Carpenter	Vice Chancellor for Communications and Marketing
Carrie Castille	Senior Vice Chancellor/Senior Vice President, University of Tennessee Institute of Agriculture
Brian J. Daniels	Chief Audit and Compliance Officer
Luke Lybrand	Treasurer
Linda C. Martin	Vice President for Academic Affairs and Student Success and Interim Chancellor, The University of Tennessee Southern
Cynthia C. Moore	Secretary and Special Counsel to the Board of Trustees
Peter F. Buckley, MD	Chancellor, University of Tennessee Health Science Center
Carey Whitworth	Vice President for Government Relations and Advocacy
Kerry W. Witcher	Vice President for Development and Alumni Affairs and Programs

Members of the Board of Trustees

<u>Name</u>	<u>Title</u>
Bradford D. Box	Trustee
John C. Compton	Trustee
Hayden Galloway	Student Trustee
Decosta E. Jenkins	Trustee
Shanea A. McKinney	Trustee
Amy E. Miles	Trustee(*)
Christopher L. Patterson	Trustee
William C. Rhodes III	Trustee
Donald J. Smith	Trustee
David N. Watson	Trustee
T. Lang Wiseman	Trustee(*)
Jamie R. Woodson	Trustee
Commissioner of Agriculture	Ex Officio, Voting Trustee

Effective this 28th day of October, 2022.

(*) Mr. Wiseman has been appointed by the Governor to succeed Amy E. Miles. Mr. Wiseman's appointment is subject to confirmation by the Tennessee General Assembly.



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

3.4

AGENDA ITEM SUMMARY

Meeting Date: October 28, 2022

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. These items include the following:

1. Peer and Aspirational Peer Institutions (UT System and UT Campuses)
2. New Academic Unit – School of Natural Resources, UTK
3. New Academic Programs
 - Bachelor of Applied Science in Information Technology and Cybersecurity, UTC
 - Bachelor of Science in Business Administration with a major in International Business, UTK
4. Grant of Tenure upon Initial Appointment
5. Honorary Degree, UTK
6. Approval of the Comprehensive List of Academic Programs
7. Ratification of Administrative Action to Terminate or Inactivate Academic Programs



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

3.5

AGENDA ITEM SUMMARY

Meeting Date: October 28, 2022

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. These items include the following:

1. Campus Master Plan Amendment, UTK
2. College of Business Building Project Increase, UTK
3. Acquisition of Property in Milan, UTK
4. Campus Master Plan Boundary, UTS
5. Voluntary Retirement Incentive Plan, UTM

THE UNIVERSITY OF TENNESSEE
UT FOUNDATION

2022 ANNUAL REPORT

Presented to the
University of Tennessee Board of Trustees



Reflecting on Your Generosity

I am thrilled to present the University of Tennessee Foundation annual report and not only share the successes, but the significance of donor support and engagement on our campuses and institutes within the UT System.

Fiscal year 2022 was a reflection of progress, connection and generosity. Our alumni, donors and friends were passionately committed to the University of Tennessee, and our staff embraced that commitment with purposefulness and innovation.

Your support led to a record-breaking year, with over 75,000 donors creating transformational change throughout the UT System. The impact of your generosity is reflected in the success of our students that have opportunity where they once did not, in the faculty and staff guiding those students in their education and in the research changing the lives of Tennesseans and beyond.

Your dedication to the University of Tennessee inspires others, including me. Thank you for staying connected and supporting the world class programs found throughout our campuses in Chattanooga, Knoxville, Martin, Memphis and Pulaski.




Kerry Witcher
President and CEO
University of Tennessee Foundation

In fiscal year 2022, the Foundation raised \$9.08 for every \$1 invested.



UT Foundation Vision for 2025

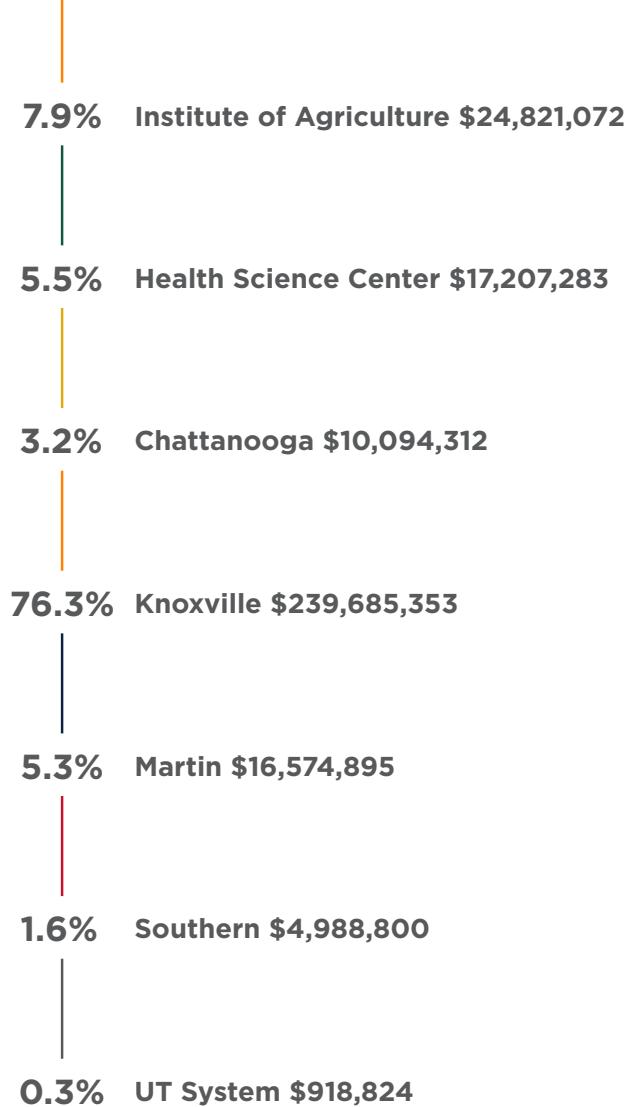
Our vision is to be recognized as one of the top performing advancement organizations affiliated with any university system. Three objectives are at the core of this vision:

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.

Fundraising

UT is preparing the next generation of problem solvers, innovators and connectors who will tackle the world's grand challenges. In fiscal year 2022, a record-breaking number of donors opened doors to this unparalleled educational experience, and their generosity will be revealed along the walkways of our campuses, down the highways and byways of our state and throughout the far reaches of our country and beyond.

Total Gifts in 2022 = \$314,290,539



Donation by Source

Alumni	\$129,291,981
Friends	\$95,105,882
Employees	\$4,585,212
Corporate	\$43,851,497
Foundation	\$13,465,792
Other	\$27,990,175

Donation Purposes

Operating	\$113,609,147
Endowment	\$51,397,484
Capital	\$33,290,645
Deferred	\$115,993,262

Total Donors 75,572

Institute of Agriculture	3,565
Health Science Center	4,674
Chattanooga	5,590
Knoxville	57,683
Martin	4,833
Southern	1,005
UT System	2,004

Bequests

The Foundation has booked \$71,268,031 in bequest expectancies in FY22.

Insurance

The Foundation has \$1M in outstanding insurance policies and \$12M in university outstanding insurance policies as of June 30, 2022 on in-force policies.

Real Estate

9 total properties owned with appraised value of \$5,000,000.

ACQUIRED

4 properties with
appraised value
of **\$1,100,000.**

SOLD

9 properties with
a contract price
of **\$3,400,000.**

FOR SALE

3 properties with
an appraised value
of **\$827,000.**

UT Martin Spotlight

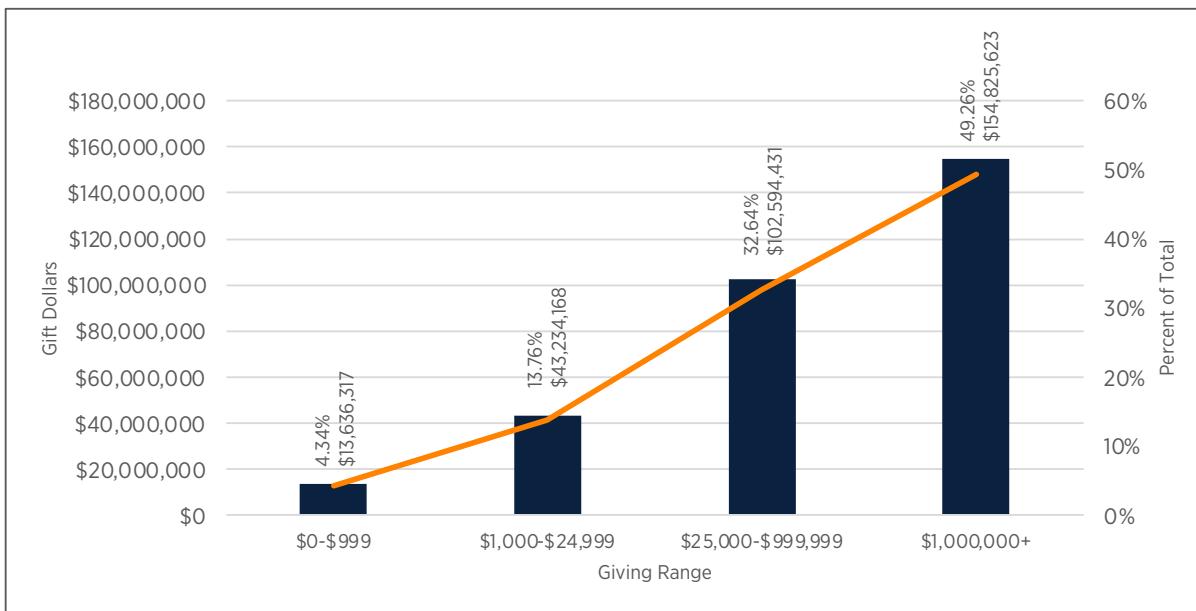
UT Martin received the required state match to design and construct a new state-of-the-art College of Business and Global Affairs building. The new building will be constructed on the east end of the campus Quad. The \$3 million commitment will allow the second academic building to be built in the past 40 years.



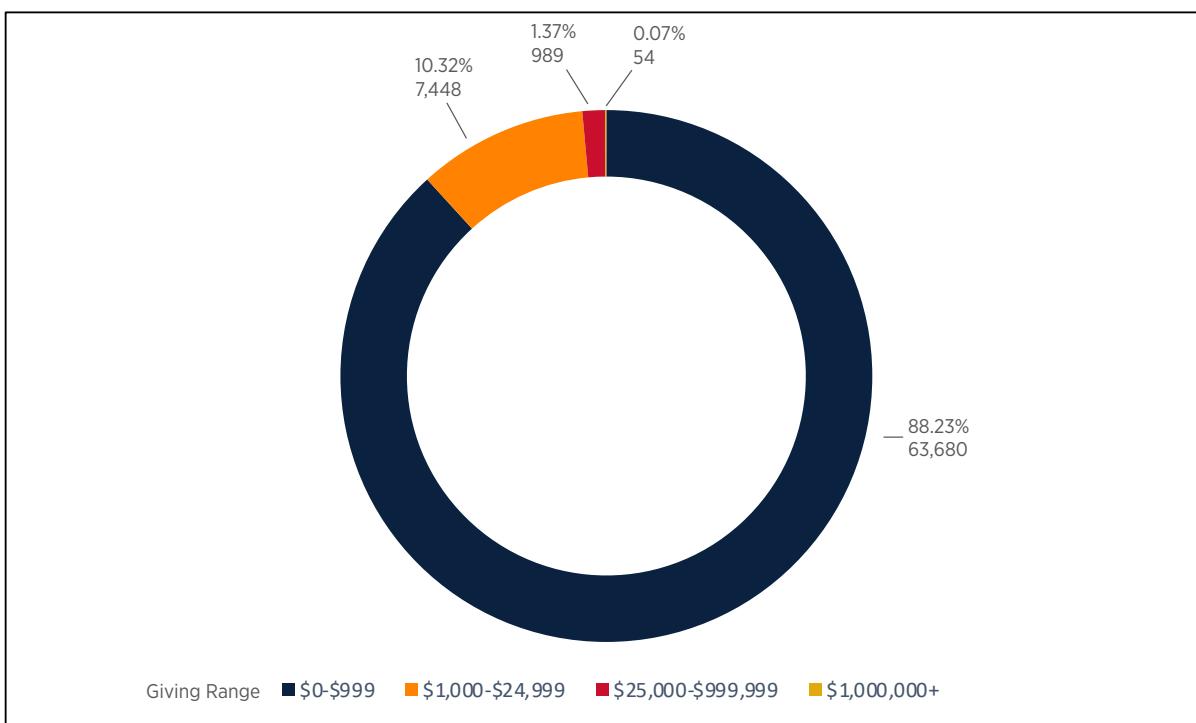
Donations by Size

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

Gift Dollar Range



Number of Donors



Online Giving

**Average Online Gift:
\$135.88**

CAMPUS	AVERAGE
Institute of Agriculture	\$108.37
Health Science Center	\$183.04
Chattanooga	\$49.59
Knoxville	\$150.82
Martin	\$202.06
Southern	\$32.50
UTAA	\$151.14

**Online Giving Total:
\$6,671,511.57**

CAMPUS	TOTAL GIFTS
Institute of Agriculture	\$96,231.79
Health Science Center	\$676,701.95
Chattanooga	\$455,792.46
Knoxville	\$4,832,829.97
Martin	\$504,927.76
Southern	\$3,510.00
UTAA	\$101,417.64

UT Knoxville Spotlight

Knoxville-based advertising agency, Tombras, partnered with UT Knoxville to create a first-of-its-kind landmark program to expand advertising and public relations education. The Tombras School of Advertising and Public Relations is the first named school at UT Knoxville, the first named school of advertising and public relations among all land-grant institutions in the country, and the first of its kind in the SEC.

Online Giving Growth Over Five Years

Systemwide Online Dollars Raised

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
FY22: \$6,671,511.57 (+6.1%)

Systemwide Online Transactions

FY16: 11,814
FY17: 14,901
FY18: 20,158
FY19: 27,738
FY20: 33,372
FY21: 43,081
FY22: 49,099 (+14.0%)

Giving Day Comparisons FY21 - FY22

- ♦ Big Orange Give: up 41% in online gifts; up 22% in online donors
- ♦ Mocs Give Day: up 21% in online gifts; up 14% in online donors
- ♦ Captain's Challenge: up 21% in online gifts; up 8% in online donors
- ♦ UTHSC Giving Day: up 30% in online gifts; up 26% in online donors

UT Health Science Center Spotlight

The University of Tennessee Health Science Center set new records with its second annual UTHSC Giving Day on April 26, 2022. The campaign raised \$600,000 from over 1,300 donors to support scholarships, bolster programming and build healthier communities. On-campus activities generated awareness and excitement that resulted in significantly increased participation from students and other internal stakeholders.



Alumni Engagement

Number of Alumni: 429,591

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, 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: 246,731

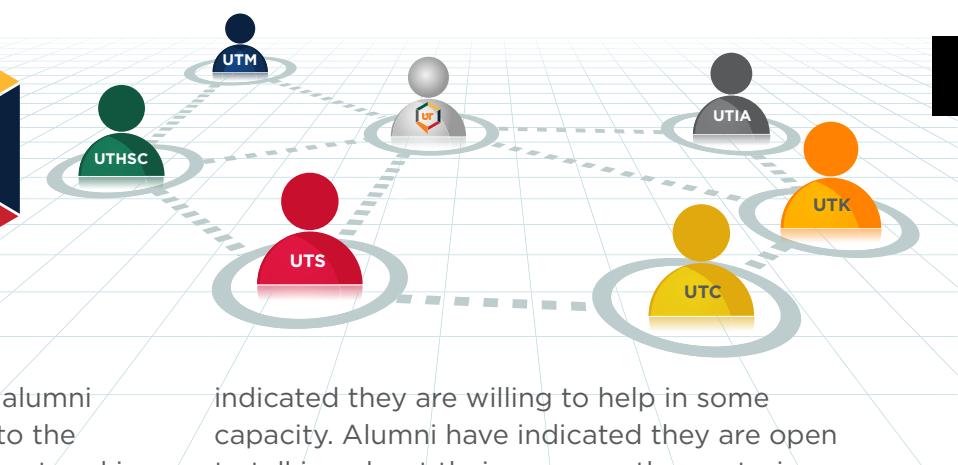
Institute of Agriculture	11,526
Health Science Center	24,460
Chattanooga	38,523
Knoxville	153,526
Martin	27,451
Southern	NA

Levels of Engagement

	Levels	FY2021	FY2022
5	3,469	3,301	
4	33,138	31,438	
3	24,530	34,465	
2	50,362	35,089	
1	120,598	142,438	
0	169,147	160,505	

Number of Alumni Events: 345





A collaborative effort between the alumni offices around the Foundation led to the launch of Connect UT, an exclusive networking platform for UT System alumni.

Connect UT provides a virtual space for alumni to engage in career focused conversations with one another, develop connections with campus partners and provide professional development and mentorships with students and young alumni.

Through the launch of the platform, just under 3,000 alumni from across the UT System have registered, and 74% of registrants have

indicated they are willing to help in some capacity. Alumni have indicated they are open to talking about their career path, mentoring, serving as a guest speaker, critiquing resumes or setting up a mock interview.

Connect UT has provided a new way to reach alumni and help connect them with the university, while also providing an invaluable service through the power of their UT network. The platform will continue to grow in fiscal year 2023 with current students invited to join, establishing a connection that will continue as they transition from student to alum.



UT Chattanooga Spotlight

A \$1.5 million gift from the Jack and Charlotte Frost Family Foundation established a new Frost Family Investment Fund. The fund supports the Veterans Entrepreneurship Alumni Program, skills and support for startup businesses in underserved areas and undergraduate scholarships for students who are either military veterans, the children of veterans, the children of first responders or currently enrolled in ROTC.

Advocacy

4

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: 8,143

Number of New Advocates in FY 2022: 492



UT Knoxville Spotlight

Dwight Hutchins pledged a planned gift of more than \$10 million to support the Fred D. Brown Jr. Minority Engineering Scholarship. The scholarship program was established in the Tickle College of Engineering to help support engineering students from historically underrepresented populations. It honors Brown, who served from 1975 to 1985 as the first director of the college office now known as the Office of Diversity Programs.

UT Martin Spotlight

UT Martin's Black Alumni Council raised \$25,000 during the council's inaugural scholarship fundraising gala on June 25 in Memphis. The gala, themed "A Salute to Black Excellence," served over 100 guests and successfully endowed the Black Alumni Scholarship.

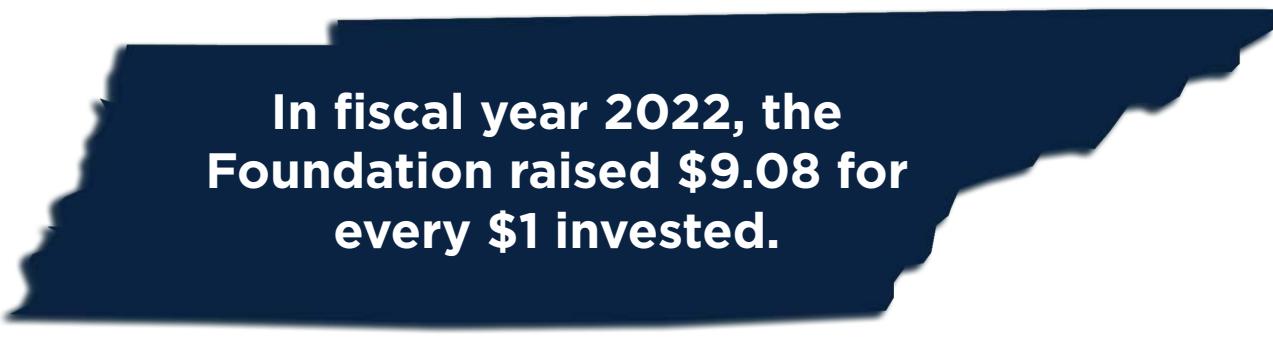


Foundation Operations

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 and implement development programs.

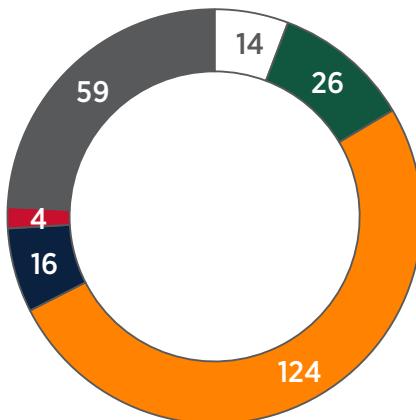
Total Revenue:	\$39,171,362
University Direct Support	\$20,894,789
Endowment Administrative Fee	\$9,979,277
Investment Earnings	\$3,849,775
Advancement Assessment	\$1,054,121
Other	\$3,393,400
Total Expenses:	\$33,493,885
Personnel	\$25,978,457
Operating	\$7,515,428



In fiscal year 2022, the Foundation raised \$9.08 for every \$1 invested.

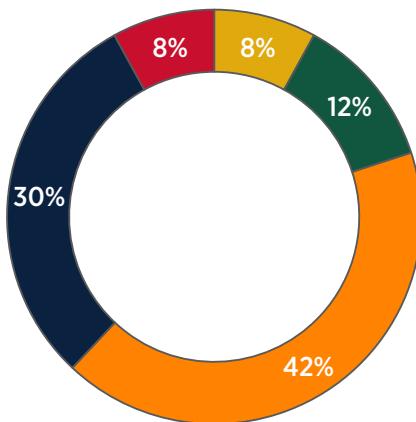
Staff Size: 243

- UTIA
- UTHSC
- UTK
- UTM
- UTS
- Central



Job Family Breakdown

- Alumni
- Communications & Donor Experience
- Development
- Administration & Finance
- Advancement Services



UT Chattanooga Spotlight

In addition to the groundbreaking of the \$34 million Wolford Family Athletic Center boosting a 37,500-square-foot addition and 23,000 square feet renovation to McKenzie Arena, the Mocs Club had a recording breaking year increasing its membership more than 220 percent, securing \$714,627 and increasing the Mocs Club impact by nearly 40 percent.



UTFI COMPENSATION REVIEW

The UT Foundation aspires to be recognized as one of the top performing advancement organizations affiliated with any university system in higher education. At the very core of this goal are the people who are building the philanthropic and engagement strategies to create lifelong relationships with alumni, donors and friends.

To retain and reward our top performing staff, the compensation philosophy of our organization must be competitive with institutional peers, as well as within local markets. Through this desire, UTFI embarked on a review of the total compensation strategy with Pearl Meyer, a leader in compensation advisory services.

Pearl Meyer reviewed UT Foundation's existing salary structure and analyzed it against current market ranges and practices. Guiding this review and subsequent changes were the following principles:

- » Offer industry and nationally market-based total compensation to effectively enable UTFI to attract, engage and retain top talent to meet its strategic goals and expand its mission.
- » Set and manage salary levels in a balance between internal equity and external competitiveness.
- » Emphasize a collaborative culture and an efficient and effective structure, shared

performance expectations, interchangeable accountabilities and enterprise-level performance outcomes.

- » Use performance-based compensation tied to measures that quantify the mission of the organization, advance the impact of the UT System, and enhance long-term alumni and donor relationships and engagement.
- » Align people with critical organizational goals so earned compensation is based on high levels of defined and expected performance.
- » Adopt standards and ensure that compensation is managed to be reasonable and equitable, which attains the highest corporate governance and regulatory standards.

At the core, the new salary program utilizes grades that provide a range of pay for positions. An individual's pay within the range is based on their knowledge, skills, experience and performance. Updated salary grades for UTFI positions were created utilizing best practices and based on market data from a 2021 study. Employees were educated on the salary program and their position's salary grade in June 2022.

Moving forward, we will monitor market data and trends in overall compensation to remain competitive in recruitment and continue to retain a top tier advancement team.

CRM REVIEW AND INVESTMENT

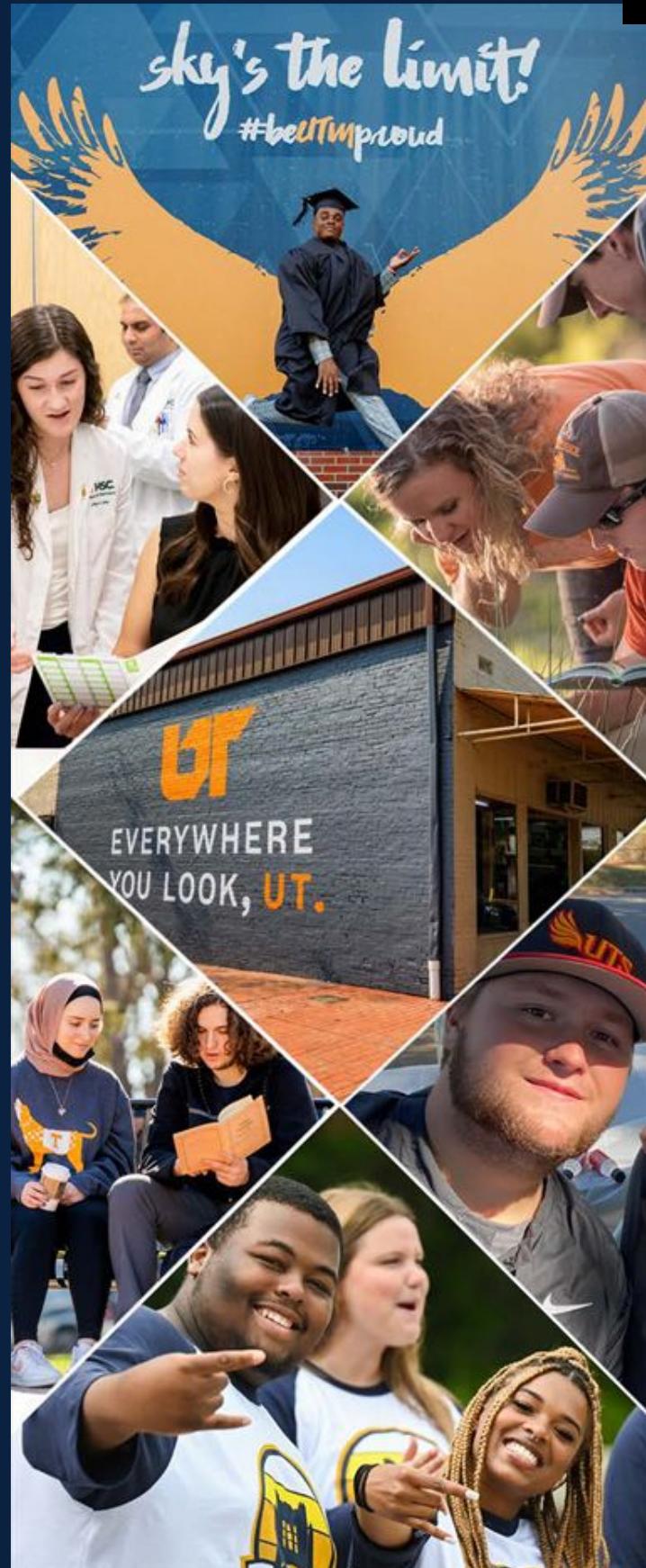
Fiscal Year 2022 brought the UT Foundation closer to the realization of a new constituent relationship management tool (CRM) to replace ANDI as the mission-critical data system for development. This system houses alumni and donor information, prospect development tracking, online giving processing and drives nearly all Foundation fundraising and engagement efforts.

After a year-long evaluation process, including a comprehensive needs assessment with feedback from 125+ key stakeholders, more than 60 hours of vendor demos, conversations with colleagues at two dozen peer institutions, and 350+ survey responses, the CRM Evaluation Committee recommended Salesforce and UC Innovation's Ascend platform to replace ANDI, the current and outdated system.

This investment was presented to the UT Foundation Board of Directors during their November 2021 meeting, where it was noted that the leadership and evaluation committee selected the preferred CRM solution and implementation partner to satisfy the Foundation's strategic goals. The investment was moved, seconded and approved.

UTFI staff entered a naming contest for the new platform, and after the CRM Committee narrowed the list to nine choices, more than 60% of staff cast their votes. ACE: Alumni & Constituent Engagement was the winner.

The implementation timeline, which began on February 1, 2022, includes ten separate sprints, which are short periods of time where the development team works to complete specific milestones. These sprints are being executed by many Foundation staff who are committed to supporting essential fundraising, engagement and advocacy efforts through the process. The process is anticipated to last two years, and once fully implemented, ACE will significantly change the everyday operations of the UT Foundation.





UT Foundation Board of Directors

Philip A. Wenk, Chair

Ronald E. Frieson, Vice Chair

Kerry W. Witcher, President and CEO

Randal D. Boyd, University President

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