



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

MINUTES OF THE FALL MEETING OF THE BOARD OF TRUSTEES October 28, 2022

The University of Tennessee Board of Trustees met at 11:15 a.m. (CDT) on Friday, October 28, 2022. The meeting was held in the Duncan Ballroom of the Boling University Center located at the University of Tennessee at Martin, in Martin, Tennessee.

Trustees Present: John C. Compton, Board Chair; Bradford D. Box; Hayden Galloway (Student Trustee); Charles Hatcher, Commissioner, Tennessee Department of Agriculture; Decosta E. Jenkins; Shanea A. McKinney; Christopher L. Patterson; William (Bill) C. Rhodes III; Donald J. Smith; David N. Watson; and Jamie R. Woodson.

University Officers in Attendance: President Randy Boyd; Cynthia C. Moore, Board Secretary and Special Counsel; Chancellor Steve Angle (UT Chattanooga); Chancellor Peter Buckley (UT Health Science Center); Chancellor Keith Carver (UT Martin); Interim Chancellor Linda Martin (UT Southern); and Chancellor Donde Plowman (UT Knoxville). Other members of the UT senior leadership and administrative staff were also in attendance.

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

Opening Remarks by the Chair

Board Chair Compton opened the meeting and welcomed Reverend Sam Chambers, Campus Minister, UT Martin Wesley Foundation, who provided the invocation. Chair Compton thanked Keith Carver, Chancellor of UT Martin, and his team for hosting the Board over the past two days. He concluded his opening remarks by expressing the Board's gratitude to the Governor and legislature for the unprecedented levels of support provided to the University.

Requests to Address the Board

Chair Compton introduced Tricia Lebkuecher, a Campaigner with the People for the Ethical Treatment of Animals ("PETA"), who registered to address the Board. During her remarks, Ms. Lebkuecher urged the UT Health Science Center ("UTHSC") to discontinue the use of live animals in emergency medical training in favor of human simulation models. She requested that the Board work with UTHSC to ensure that such action is taken. Board Chair Compton, President Randy Boyd, and UTHSC Chancellor Peter Buckley responded by thanking Ms. Lebkuecher for her remarks.

President's Update

President Boyd opened his remarks by thanking the Trustees, campus leaders, faculty, and staff for their service and efforts on behalf of the University. He also recognized Chancellor Carver and the UT Martin community for their contributions to the success of the Board events held over the past two days.

Moving on to his report, President Boyd charted the progress of the University has made as measured against the five pillars of the UT Strategic Plan:

Enhancing Educational Excellence. Echoing the reports provided at the Education, Research and Service Committee meeting, President Boyd noted that over the last five years, the six-year graduation rate has improved. While enrollment growth has been stagnant or dropping at many institutions across the country, over the past year, the University saw total enrollment increase by nearly 4% to more than 56,000 students.

More than 8,800 high school students applied for admission as UT Promise scholarship students, with 1,111 of those applicants being admitted. President Boyd expressed his hope that the recently completed UT Promise tour would result in more applicants and recipients for the next academic year. He highlighted a unique component of the program that requires UT Promise recipients to complete community service every semester. In the last academic year, UT Promise recipients have contributed approximately 12,800 hours of community service, making it one of the most impactful community service projects in higher education.

The University is also working to increase enrollment by expanding its online presence. UT Martin's recently established online MBA has been recognized as one of the top-ranked programs in the country. In addition, UT Knoxville is looking to partner with Arizona State University, one of the leaders in online education, in an effort to enhance the number of its digital degree programs.

Expanding Research Capacities. President Boyd indicated that there are searches for three positions that will play a significant role in advancing the University's research initiatives: (i) President of the UT Research Foundation; (ii) Vice President of Research; and (iii) Director of the Oak Ridge National Laboratory. It is hoped that these searches will be complete in advance of the 2023 Winter Meeting of the Board.

Fostering Outreach and Engagement. Over the past few years, the Office of Governmental Relations and Advocacy has been working with government officials to build an even stronger partnership to benefit the citizens of Tennessee. Recently, the University and the State announced a number of new partnerships:

- *Grow Your Own:* The Tennessee Department of Education selected the University as its partner in a federally funded initiative known as "Grow Your Own." This \$20 million investment will create an apprenticeship program to address the shortage of teachers in the state.

- Governor Bill Lee recently announced the establishment of a \$100 million Violent Crime Intervention Fund that will provide grants to local law enforcement agencies to develop methods to strengthen public safety in communities across Tennessee. The UT Institute for Public Service’s Law Enforcement Innovation Center received a \$5 million grant to develop a program to assist law enforcement agencies in successfully applying for grants from the fund.
- Governor Lee also worked with the state legislature to establish the “Healthy Smiles Initiative.” The Tennessee Department of Health was awarded \$94 million to establish the program. The College of Dentistry, as the recipient of a five-year grant (which could reach \$53 million) will allow the College to increase the dental workforce across Tennessee in rural communities, where the need is greatest. In addition, the College plans to open three new dental clinics in underserved and/or rural areas, with a goal of opening another three additional clinics in the near future.

Ensuring Workforce and Administrative Excellence. President Boyd noted that while the University is honored to be recognized as a “2022 Great Place to Work,” it wants to ensure that it maintains that designation. To that end, the University is continuing to use surveys to gauge how it can better serve faculty and staff. President Boyd stated that he and Board Chair Compton also hold regular meetings with the University Faculty Council (“UFC”). At the most recent meeting with the UFC, they discussed how to continue to support the needs of faculty and students.

The University also continues to work on campus safety. In 2019, President Boyd, Brian Daniels (Chief Audit and Compliance Officer), and Michael Gregory (Director of Special Events and Emergency Management Services) visited the University’s campuses to discuss safety and security. The group will conduct another system-wide visit in 2023.

Advocating for UT. In November, President Boyd and Chancellor Buckley will be embarking on tour to promote UTHSC and the services it provides across the state. The tour – dubbed “Everywhere You Look, UTHSC” – will include stops at several UT-affiliated hospitals and clinics to underscore the leading role that UTHSC plays in efforts to change health outcomes in Tennessee.

President Boyd announced that last year marked the second highest fundraising year in the history of the University. Current data indicates that the University is on track to exceed the levels reached last year, with the first quarter seeing gifts increase 28% from the same period last year. The number of donors is also higher, with a significant number of major gifts in the pipeline.

President Boyd highlighted a few areas that the University will focus on during the upcoming legislative session, including support for: (i) graduate medical education; (ii) College of Veterinary Medicine and UTHSC, which units are not covered by formula performance funding; and (iii) addressing the opioid crisis through the Substance Misuse and Addiction Resource for Tennessee (“SMART”) Initiative.

At a future meeting of the Board, President Boyd hopes to be able to provide more information on the Tennessee Mobility Innovation Initiative (a partnership with University of Tennessee, Oak Ridge National Laboratory, the Tennessee Valley Authority, and Vanderbilt University), which is conducting research designed to assist Tennessee in becoming a national leader in research and development of electric and autonomous vehicles and energy storage by 2026. The University plans to partner with the Tennessee Department of Economic and Community Development to secure the support for resources for these efforts.

Capital Projects. President Boyd concluded his update by providing a brief overview of capital projects. In total, the University has 1,200 different buildings valued at \$9 billion. President Boyd reviewed ongoing and planned major construction projects, including two major buildings that are scheduled for completion in early 2023: (i) the Energy and Environmental Science Research Building at the UT Institute of Agriculture, and (ii) the Delta Dental Building at UTHSC.

President Boyd noted that the Tennessee Higher Education Commission (“THEC”) provides recommendations to the Governor on capital projects. He provided an overview of the University’s capital, maintenance and demolition projects supported by THEC. He concluded his remarks by indicating that the next step in the process will be securing support of the THEC recommendations by the Governor and the state legislature.

Committee Reports

Audit and Compliance Committee. Committee Chair Jenkins provided a brief report on the Committee meeting held earlier in the morning. At that meeting, the Committee received updates on: (i) the Business Continuity Planning Engagement; (ii) Emergency Planning activities; and (iii) the Annual Security and Safety Reports required pursuant to the Clery Act. The Committees members were pleased with the focus on safety and security at the UT campuses; however, members requested that future reports include further information on statistics and metrics so that the Committee and the Board can more easily assess the safety and security at a campus level from year-to-year. There were no action items brought before the Committee for consideration by the Board.

Education, Research, and Service Committee. Committee Chair Woodson an overview of the items discussed at the meeting, including: (i) UT System Student Success Indicators; (ii) the Student Experience Survey; (iii) Periodic Post-tenure Performance Review; and (iv) the annual report on intercollegiate athletics from an academic performance perspective. She noted that the Committee is recommending approval of a number of items, which appear on the Board’s Consent Agenda, most notably - the establishment of a new academic unit (School of Natural Resources at the UT Institute of Agriculture), and the awarding of an honorary degree to former Governor William “Bill” Haslam by UT Knoxville.

Finance and Administration Committee. Committee Chair Bill Rhodes provided highlights from the Committee’s meeting held the day before, noting that Fiscal Year 2022 financial performance was overall positive, driven by enrollment growth, a return to more in-person activities, and awards from the Federal Higher Education Emergency Relief Fund. The Committee also received

reports on: (i) FY 2022 Year-End Fund Balances; (ii) Composite Financial Index scores for the System and its campuses; and (iii) an update on the status of the implementation of the enterprise resource planning project “DASH” (Dynamic Administrative Systems for Higher Ed). Mr. Rhodes also reviewed the action items that have been brought forward for the Board’s approval as set forth on the Consent Agenda.

Mr. Rhodes advised the Board members that the Committee is recommending one item for consideration and approval by the Board that is not on the Consent Agenda, which item is the University’s FY 2023-24 Operating Budget Appropriations Request for Specialized Units (as further described in the meeting materials under Tab 1). Upon motion duly made and seconded, a roll call was taken, and the Board of Trustees unanimously approved the Fiscal Year 2023-2024 Operating Budget Appropriations Request for Specialized Units (*Resolution 081-2023*).

University of Tennessee at Martin Strategic Plan

Keith Carver, Chancellor of UT Martin (UTM), began his presentation with a video featuring members of the UT Martin community expressing their support for the “UT Martin Strategic Plan – Prepare for Takeoff 2.0 (2022-2025).” A copy of the Strategic Plan was included with the meeting materials (Tab 2).

Chancellor Carver provided background information on the campus’ last strategic plan, approved by the Board in 2018, and the progress made against the goals contained in the 2018 Strategic Plan. He indicated that the process of benchmarking progress against the identified goals was interrupted during the pandemic, and it provided an opportunity for the campus to consider ways in which the 2018 Strategic Plan could be updated and aligned with the UT System Strategic Plan.

Work on the updated strategic plan began in April 2022, and it included broad-based community input. The foundation of the refreshed plan is built on UTM’s mission statement: “The University of Tennessee at Martin educates and engages responsible citizens to lead and serve in a diverse world.” Chancellor Carver outlined the goals contained in the new plan:

- *Goal I:* Prepare graduates to be responsible, informed, and engaged citizens in their workplaces and the larger community.
- *Goal II:* Recruit, retain, and graduate students prepared for careers, professions, and life.
- *Goal III:* Ensure a campus that is open, accessible, and welcoming to all.
- *Goal IV:* Promote strategic, sustainable, and responsible stewardship of human, financial, and capital resources in support of university goals and objectives.
- *Goal V:* Through service and advocacy, UTM will improve the vitality and prosperity of West Tennessee and beyond.

UTM will utilize a dashboard to measure the progress made against the stated goals. It is hoped that refreshed Strategic Plan will position UTM to be a leader in educating the workforce needed

for the manufacturing sector, particularly for Ford's Blue Oval City and its affiliated suppliers. UTM also wants to grow enrollment and retention by providing more opportunities for internships, international travel, and undergraduate research. A unique feature of this student-centered approach will be the development of a co-curricular transcript that includes not only a student's academic record, but also their participation in student activities, internships, and community service.

UTM also wants to build on the extraordinary philanthropic support it has received over the course of its capital campaign, which has reached 95% of its goal of \$175 million (\$46 million for student scholarship assistance). UTM also secured the largest gift commitment in UT System history when Melanie Smith Taylor and her family announced the bequest of Wildwood Farm in Germantown, Tennessee to the campus.

Chancellor Carver concluded his presentation by stating that the overarching goals of the strategic plan are: (i) to position UTM to be a vibrant, leading component of the UT System; (ii) to be seen as West Tennessee's public university; and (iii) to improve the vitality and prosperity of UTM's home region.

Board Chair Compton congratulated Chancellor Carver and the UTM community on the progress that has been made on the goals articulated in the 2018 Strategic Plan. He encouraged Chancellor Carver to work with President Boyd and other members of the UT System to achieve the goals stated in the new strategic plan, including focusing efforts on the capital needed to support the construction of new facilities and renovations of existing buildings, particularly the residence halls.

Upon motion duly made and seconded, the Board of Trustees unanimously approved The University of Tennessee at Martin Strategic Plan – Prepare for Takeoff 2.0 (2022-2025) (*Resolution 082-2023*).

Consent Agenda

Chair Compton asked if there were any requests to remove any items from the agenda. There being none, upon motion duly made and seconded, the Board approved: (i) the Resolution to adopt the minutes of the prior meeting of the Board, and (ii) the Resolutions pertaining to the other action items included on the Consent Agenda. (A complete list of the approved items appears at the end of these minutes.)

Closing Remarks

In his closing remarks, Board Chair Compton noted that over the past two days, the Board members have heard presentations that underscore the current state of the US economy. He asked the Board members, President Boyd, and members of the administration to think of ways in which the University might be able to provide additional support to its students and their families at this time.

Board Chair Compton concluded his remarks by expressing his gratitude to the student athletes and coaches at all of the campuses for their efforts on the field and the pride and inspiration it brings to the entire University community.

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

Approved Consent Agenda Items

- Minutes of the Prior Meeting (Annual Meeting of June 24, 2022)
- Annual Report to the General Assembly
- Resolution Appointing a Managerial Group for U.S. Government Contracts
- Items from the Education, Research, and Service Committee
 1. Peer and Aspirational Peer Institutions (UT System and UT Campuses)
 2. New Academic Unit – School of Natural Resources, UTK
 3. New Academic Program Modifications
 - Bachelor of Applied Science in Information Technology and Cybersecurity, UTC
 - Bachelor of Science in Business Administration with a Major in International Business, UTK New Academic Programs
 4. Grant of Tenure upon Initial Appointment
 5. Granting of an Honorary Degree, UTK
 6. Approval of the Comprehensive List of Academic Programs
 7. Ratification of Administrative Action to Terminate or Inactivate Academic Programs
- Items from the Finance and Administration Committee
 1. Campus Master Plan Amendment, UTK
 2. College of Business Building Project Increase, UTK
 3. Acquisition of Property in Milan, TN, UTK
 4. Campus Master Plan Boundary, UTS
 5. Voluntary Retirement Incentive Plan, UTM
 6. Report on Uses of FY 2022 Tuition & Fee Revenue