



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

MINUTES OF THE EXECUTIVE COMMITTEE January 20, 2023

The Executive Committee of The University of Tennessee Board of Trustees met at 9:00 a.m. (EST) on Friday, January 20, 2023. The meeting was held virtually with all Committee members participating electronically or by telephone. The meeting was hosted from the University of Tennessee, Knoxville campus.

Committee Members Present: John C. Compton, Board Chair; Decosta E. Jenkins; William (Bill) C. Rhodes III; Donald J. Smith; and Jamie R. Woodson.

Others in Attendance:

Trustees: Christopher L. Patterson. Also in attendance was T. Lang Wiseman, who has been appointed to the Board by Governor Lee and whose confirmation is pending before the Tennessee General Assembly.

University Officers: President Randy Boyd; Brian Daniels, Chief Audit and Compliance Officer; David Miller, Senior Vice President and Chief Financial Officer; Cynthia C. Moore, Secretary and Special Counsel; Chancellors Steve Angle (UTC), Peter Buckley (UTHSC), Keith Carver (UTM), Linda Martin (UTS), and Donde Plowman (UTK); and other members of the senior leadership team.

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.

Remarks of the Committee Chair

Board Chair John C. Compton, who also serves as Chair of the Executive Committee, opened the meeting and provided an overview of the meeting agenda.

President's Update

Review of 2022 Objectives and Results

President Boyd's update highlighted key accomplishments of the prior calendar year as measured against the objectives set for 2022. His report was organized under the five pillars of the UT System Strategic Plan: Enhancing Educational Excellence; Expanding Research Capabilities; Fostering Outreach and Engagement; Ensuring Workforce and Administrative Excellence; and Advocating for UT. A copy of the written year-end report (*2022 Objectives and Results*) was included in the meeting materials under Tab 1 and is filed with these minutes.

Enhancing Educational Excellence. Many higher education institutions across the country are reporting enrollment decreases in 2022; however, the UT System saw enrollment continue to rise. Based on the most recent data available, President Boyd expects that admissions in 2023 will break the record set in 2022. He noted that housing constraints continue to be a concern for the UT Knoxville campus, but the other campuses have capacity to grow enrollment. President Boyd attributed the increase in enrollment to a number of factors, including:

- *UT Promise.* Since inception, more than 1,000 students have taken advantage of the UT Promise to enroll at the University. In 2022, the household income threshold was raised from \$50,000 to \$60,000, which has further expanded the potential number of prospective, qualified students that may be eligible to attend the University free of tuition and fees.
- *Value.* While the national narrative focuses on the cost of higher education and the levels of student debt, such is not the case at the University of Tennessee. Approximately 50% of students across the UT System graduate with zero debt.
- *Tuition.* Over the past several years, the University and its campuses have worked to avoid tuition increases. UT Knoxville and the UT Health Science Center have not increased tuition in four years. The other campuses have followed that same trend, with only two campuses having imposed very small increases.

The University is also working to increase enrollment by expanding its online presence to assist working adults and those who may not otherwise have convenient access to a University campus. UT Martin continues to receive accolades for its online MBA program, and UT Knoxville is in discussions with Arizona State University regarding a potential affiliation that may further expand UT Knoxville's online offerings.

Expanding Research Capabilities. In 2022, research expenditures reached \$437 million, setting a new record for the University. The University also worked to advance a statewide collaboration (TN GO – Transportation Network Growth and Opportunity) focused on strategically growing and sustaining Tennessee's future mobility innovation economy to make Tennessee a national leader in research and manufacturing of electric vehicles.

Fostering Outreach and Engagement. President Boyd reminded the Executive Committee members that as a land grant institution, it is the University's mission to serve the citizens of the State of Tennessee. In that regard, the University works with state officials to identify opportunities to improve the lives of the residents of Tennessee. A few of the key programs and initiatives from the past year included:

- *Healthy Smiles Initiative.* Funding (\$50 million) will be used to increase the number of dental students and to open six new clinics across the state.
- *Grow Your Own.* The Tennessee Department of Education selected the University as its partner in the federally funded initiative. This \$20 million investment will create an apprenticeship program to address the shortage of teachers in the state.

- *Economic Impact.* As just one example of the University's many contributions to the State, the Institute of Public Service's Center for Industrial Studies facilitated more than \$960 million in economic impact through its work assisting Tennessee businesses.

Ensuring Workforce and Administrative Excellence. During the past year, the University made strides in its work to ensure workforce and administrative excellence, including building the foundation to implement a new enterprise resource planning system (ERP). The new system, known as DASH (Dynamic Administrative Systems for Higher Ed), is on track to go live in July 2024. This past year, the University also participated in the Great Places to Work® employee survey and earned recognition as a "2022 Great Place to Work." The survey also provided the University with additional insight on how to continue to improve employee satisfaction.

Advocating for UT. President Boyd observed that advocating for UT takes many forms. A few examples include the "Everywhere You Look, UT" murals across Tennessee and the statewide tour to promote the UT Promise. He indicated that one of the best measurements of the strength of an institutional brand is the support received from stakeholders. Last year, the University set a record for the number of donors investing in the University and its programs, making it the second highest year in fundraising dollars (\$248.8 million). In addition, the University received record-setting, financial support from the State of Tennessee, which included: \$27.7 million in formula funding; 4.6% in funding for salary pool; \$156.9 million for capital needs; \$50 million for the ERP/DASH system; \$72 million for the UT-Oak Ridge Innovation Institute; and \$4 million in recurring funding for Institute of American Civics, with an additional \$2 million in nonrecurring funds. This extraordinary funding underscores the level of trust and enthusiasm that elected officials have in the University.

In concluding his remarks regarding the year's accomplishments, President Boyd recognized and thanked the faculty and staff from across the entire UT System for their many contributions that contributed to the University's success in 2022.

Leadership Updates

President Boyd provided an update on a number of senior leadership positions.

- *UT Southern Chancellor Update.* In light of the many important initiatives underway at UT Southern, including the efforts pertaining to the development of a new strategic plan and a campus master plan, President Boyd has extended Linda Martin's appointment as Interim Chancellor for another year.
- *President of UT Research Foundation (UTRF).* After a nationwide search lasting over four months, Dr. Maha Krishnamurthy was selected to lead UTRF as its next President.
- *Ongoing Searches.* President Boyd advised that searches are still underway for the Vice President of Research and for the Director of the Oak Ridge National Laboratory.

University of Tennessee Institute of Agriculture (UTIA) Progress Report

President Boyd provided a cumulative progress report for UTIA covering the period since the reunification of UT Knoxville and UTIA in 2019.

Rankings. He reminded the members of the Committee of some of the initial goals associated with the reunification, including the anticipated improvement of the Higher Education Research and Development Survey (HERD) rankings of both UT Knoxville and UTIA. In 2017, while HERD ranked UT Knoxville in the top 100 schools (placing at 71st), UTIA was ranked 123rd. Since reunification, UT Knoxville-UTIA has seen a dramatic rise in the HERD ranking, moving up to 54th, raising the profile of UTIA and advancing its ability to recruit exceptional faculty and students and to better compete for external research funding.

Extension Highlights. President Boyd visited every Extension Office in order to gather input from those working directly on agricultural issues in Tennessee. One issue that came up repeatedly was the need for more Extension agents. After working with the Governor's office, the State provided support for 32 new agents in distressed and at-risk counties across Tennessee. The tour also spotlighted the disparities that exist between the Extension Offices. UTIA partners with counties to provide space for the Extension Offices located in their region. However, not all counties can provide the same level of resources to support these offices. The University is working to improve all of the offices. Over the past three years, funding was made available to renovate or replace ten extension offices.

Research Highlights. In 2022, UTIA saw research expenditure rise to \$80 million, representing a 12% increase and one of the largest increases in many years. One of those awards was a five-year, \$30 million grant from the U.S. Department of Agriculture to support Climate-Smart Grasslands. These research dollars build upon the \$50 million grant awarded by the State at the end of 2021 to update and modernize the equipment and infrastructure at UTIA's ten AgResearch and Education Centers across the state.

Herbert College of Agriculture. Since 2019, enrollment at the Herbert College has increased by 8.5%. In addition, UT Knoxville invested over \$31 million to support "cluster hiring" in four major departments: Bioinformatics; Climate-Smart Agriculture and Forestry; Food and Nutrition Security; and Precision Health. This strategic investment will build the strength and reputation of each of those departments. Additionally, elevation of the Department of Forestry, Wildlife and Fisheries to the School of Natural Resources, which was approved by the Board at its 2022 Fall Meeting, will increase the profile of the School and College.

College of Veterinary Medicine. The College of Veterinary Medicine has made great strides over the past three years, attributable to: (i) enrollment growth (from 340 to 480 students, a 41% increase); (ii) increased funding from the State (\$311,900 recurring in 2021, followed by \$2.9 million recurring in 2022); and (iii) a transformational gift that established the Charles and Julia Wharton Large Animal Hospital.

UT Knoxville Support. In addition to the cluster hiring support, UT Knoxville has also invested close to \$12 million to support extension and administrative salaries, infrastructure upgrades, the One Health Initiative, and the opening of the UT Creamery.

Creating the Best Decade in UTIA History. Looking ahead, UTIA will begin working with internal and external stakeholders to develop a new strategic plan. Other stretch goals and big ideas under consideration include:

- Doubling enrollment at the Herbert College of Agriculture;
- Increasing annual research expenditures to over \$150 million;
- Creating the Tennessee Protein Innovation Center;
- Collaborating with local partners to modernize Extension Offices;
- Providing opportunities for young people participating in 4-H to receive college credit;
- Increasing access through online curriculum offerings to traditional and non-traditional students; and
- Establishing a Veterinary Technician Program in the College of Veterinary Medicine.

President Boyd concluded his remarks by noting that he and his team are currently in the process of developing goals and objectives for 2023, using input from stakeholders throughout the UT System. A draft of those goals will be shared with the Board prior to the Winter Meeting in February.

Following President Boyd's report, Chair Compton, on behalf of the Board, expressed gratitude to the Governor and legislature for the generous support of the University and its programs.

Responding to a question raised by the Chair, Chancellor Donde Plowman advised the Committee members on enhancements to UT Knoxville's admissions process, including increased transparency and efforts to coordinate admissions decisions with other UT campuses. Chancellors Angle, Carver, and Martin expressed their support and added that the campuses are also prepared to assist students in transferring to another UT campus later in their studies. Chancellor Peter Buckley shared that Tennessee's "Healthy Smiles" initiative is having a positive impact on the College of Dentistry.

Letters of Notification

Interim Chancellor Linda C. Martin* explained that the Tennessee Higher Education Commission (THEC) made recent revisions to the process for bringing forward new academic programs for approval. THEC now requires that Letters of Notification (LONs) of new programs/majors be approved by the institution's governing board prior to the initial submission to THEC (as further described under Tab 2 of the materials). Dr. Martin stated that given the time sensitivities for initiating the filing and review process, the Administration is seeking approval of three LONs by the Executive Committee, rather than waiting until the February meetings of the Education, Research, and Service (ERS) Committee and the Board of Trustees. She further highlighted that such approval is limited to the advancing the initial filings with THEC and that the actual approvals for moving forward with the proposed programs/majors will be presented to the ERS Committee at a later date.

* *Dr. Savarese, Acting Vice President for Academic Affairs and Student Success, was unable to attend the Executive Committee meeting due to a scheduling conflict and requested that Dr. Martin present this item.*

Upon motion duly made and seconded, the Executive Committee, on behalf of the Board of Trustees, by unanimous roll call vote approved the following Letters of Notification and authorized submission of the same to THEC: (i) Master of Management Program at UT Chattanooga (*Resolution 001-2023*); (ii) Bachelor of Science in Business in Environmental Engineering at UT Knoxville (*Resolution 002-2023*); and (iii) Doctor of Philosophy in Agriculture, Leadership, and Communication at UTK/UTIA (*Resolution 003-2023*). Following approval of the resolutions, President Boyd indicated that the Administration would be reaching out to THEC to revisit the change to the process and the need for this new requirement.

Planning for Winter Board Meeting

Chair Compton reviewed key topics planned for the upcoming meetings of the Board and its Committees, which will be held at UT Chattanooga on February 23 and 24, 2023. Among other things, the agenda for the Board meeting will include an update on the Institute of American Civics.

Dr. Buckley provided a brief update on the efforts that have been taken over the past year to address the issues, which caused the UT Health Science Center College of Medicine (Memphis) to be placed on probationary status. He advised that in October, the Accreditation Council for Graduate Medical Education (ACGME) removed the College of Medicine from probationary status. In addition, the residency program in Chattanooga received commendation for excellence in its residency training from the ACGME during the reaccreditation process. The College of Medicine is now fully accredited across the UT System. In connection with the Winter Meeting, the materials will include detailed information pertaining to the Annual Institutional Review.

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 Resolution adopting the 2023 Board Meeting Calendar Agenda.

Other Business and Closing Remarks

Chair Compton announced that following the conclusion of today's meeting, the Executive Committee would meet in a nonpublic executive session pursuant to Tennessee Code § 4-35-108 to discuss items designated as confidential or privileged and not subject to public inspection under the state law.

Adjournment

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

Respectfully Submitted,

/s/Cynthia Moore

Cynthia C. Moore

Secretary and Special Counsel

Approved Consent Agenda Items

- Minutes of the Prior Meeting (September 9, 2022)
- 2023 Board Meeting Calendar (*Resolution 004-2023*)

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

- President's 2022 Objectives and Results
- PowerPoint Presentation – Igniting the Greatest Decade