



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

MINUTES OF THE EDUCATION, RESEARCH, AND SERVICE COMMITTEE February 24, 2023

The Education, Research, and Service Committee of The University of Tennessee Board of Trustees met at 8:30 a.m. (EST) on Friday, February 24, 2023. The meeting was held in the Tennessee Room of the University Center located at the University of Tennessee at Chattanooga, in Chattanooga, Tennessee.

Committee Members Present: Jamie R. Woodson, Committee Chair; John C. Compton, Board Chair; Hayden Galloway (Student Trustee); Charles Hatcher, Commissioner, Tennessee Department of Agriculture; Shanea A. McKinney; Andy Puckett (Faculty Representative); and Donald J. Smith.

Other in Attendance:

Trustees: Bradford D. Box, Decosta E. Jenkins; Christopher L. Patterson; William (Bill) C. Rhodes III; and David N. Watson. Also in attendance was T. Lang Wiseman, who was awaiting confirmation of his appointment to the Board by the Tennessee General Assembly.

University Administration: President Randy Boyd; Bernard Savarese, Acting Vice President for Academic Affairs and Student Success; 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 C. Martin (UT Southern); and Chancellor Donde Plowman (UT Knoxville). In addition, other members of the UT senior leadership and administrative staff were present.

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 of the Committee Chair

Committee Chair Woodson welcomed everyone to the meeting. She advised the Committee members that in the near future they will be asked to provide input, review, and comment on a draft Work Plan for the coming year, which will be discussed at the June 2023 Committee meeting. She invited other members of the Board to also provide their thoughts on the Work Plan.

Presentations

Tennessee High School Trends

Dr. Bernard Savarese, Acting Vice President for Academic Affairs and Student Success, began his presentation by advising the Committee members that while the state of Tennessee – and the nation – are experiencing declines in the number of high school graduates and the number of college-going high school graduates, enrollment across the UT System has been increasing.

For the five-year period from 2017 through 2021, the number of high school graduates has declined by 2%, while the percentage of college-going graduates has declined by 18.9%. Conversely, during that same period, the UT System saw enrollment of this cohort increase by 1.7%. Over that same five-year period, the number of college-going high school graduates choosing to attend public institutions remained steady, although there was a slight decrease of 1.7%. (For additional information, see Tab 1.1 of the meeting materials.)

Turning to demographics, Dr. Savarese discussed the shift in the racial and gender diversity between high school graduates and college-going high school graduates:

- Students of color make up approximately 35% of the Tennessee high school graduate pool; however, only 30% of those students are considered college-going high school graduates.
- The number of high school graduates is evenly split between females and males; however, females comprise 57% of college-going high school students.

In response to questions and comments from the Committee, Dr. Savarese provided the following additional information:

- Nationally, high school graduation rates are down by 15%, with college-going rates down by 8%. This may be due, in part, to the impact of the COVID-19 pandemic, which saw many students choose to enter the workforce rather than attend college.
- Despite the decline in the number of college-going high school graduates, the University is projecting enrollment will increase, again, this fall.
- The data in the report presented to the Committee focuses on students who go directly from high school to college. Further analysis is needed to determine the number of students who choose to: (i) defer attending immediately after high school; (ii) attend a private institution; or (iii) attend an out-of-state institution.

President Randy Boyd noted that a recent study by tnAchieves identified three primary reasons students choose not to attend college: (i) students felt like they needed to enter the workforce; (ii) students thought they could not afford college; and (iii) questions related to the return on investment/value of a college education. President Boyd noted that there are a number of initiatives, such as the Tennessee Reconnect Act, which are intended to encourage working adults to return to school.

Grow Your Own Update

Erin Crisp, Executive Director of UT's Tennessee Grow Your Own Center (the "Center"), began her presentation by reviewing the timeline that led to the establishment of the Center (a copy of Dr. Crisp's presentation is included with the minutes of this meeting). The Center traces its development back to March 2020 when the Tennessee Department of Education

(TDOE) included the Grow Your Own (“GYO”) initiative as a part of its strategic plan to address shortages in the teacher pipeline in the state by creating an apprenticeship program.

Initially, TDOE provided \$6.5 million in individual grants to local education agencies and partnerships with educator preparation programs (EPP), leading it to be recognized as the first state in the nation to have a registered teacher occupation apprenticeship. In May 2022, TDOE awarded \$20 million to the UT System to launch the Tennessee Grow Your Own Center, making it possible to centralize, expand, and improve the teacher apprenticeship initiative by: (i) serving as the lead technical assistance hub; (ii) recruiting and advising aspiring teacher apprentices; (iii) generating new apprenticeship pathways; and (iv) supporting and providing resources to school districts.

Dr. Crisp discussed the Center’s goal and plans for the future, including: (i) working to have 2,000 new teachers in the pipeline by fall of 2024; and (ii) ensuring that the Center has a sustainable source of funding to ensure its long-term viability and impact on the teacher shortage in the state. The Center is well on its way to meeting those goals by: (i) welcoming its first cohort of 209 apprentices (10% of its 2,000 new teacher target); (ii) nine EPP programs have been approved for those partnerships; and (iii) adding 11 new GYO districts to the list of approved school districts, for a total of 25 approved GYO districts.

The Center is receiving national attention for its pioneering work to strengthen the teacher pipeline. Most notably, in September 2022, U.S. First Lady Jill Biden and U.S. Secretary of Education Miguel Cardona visited UT Knoxville campus to demonstrate their support for the work being done by the Center.

Following Dr. Crisp’s presentation, President Boyd stated that the Governor has demonstrated his support of the work being done by the Center by including \$5.1 million in recurring funding in the budget.

Campus Admission and Retention Update

Dr. Savarese began his presentation on admission and retention rates, by defining the three key terms he would be discussing: (i) Admit Rate: the percentage of applicants admitted to the University; (ii) Yield Rate: the percentage of admitted applicants who enroll at the University; and (iii) Retention Rate: the percentage of University’s first-time, full-time students returning for their second year. Dr. Savarese provided key metrics for four of the UT System’s undergraduate campuses for the five-year period from 2018 through 2022. (For additional information, see Tab 1.3 of the meeting materials.)

Dr. Savarese concluded his presentation by thanking Chancellor Donde Plowman for working with her fellow Chancellors to establish the Vol Access Collaborative. This pilot pathway program is designed to expand and streamline admission options to other UT campuses for prospective first-year undergraduate students who have not been admitted to UT Knoxville for Fall 2023. In the first 48 hours of the pilot, 145 students chose to take

advantage of the program. Committee Chairperson Woodson requested that the June meeting include an update on the outcomes of the Vol Access Collaborative.

Proposed New Academic Units

Dr. John Zomchick, Provost and Senior Vice Chancellor at UTK, presented an overview of the three new academic units being proposed for that campus: (i) the College of Music; (ii) the Howard H. Baker Jr. School of Public Policy and Public Affairs; and (iii) the College of Emerging and Collaborative Studies.

College of Music, UTK

The establishment of this new academic unit would elevate the School of Music into an independent College of Music, the first college of music at a public university in the state. Currently, the School of Music concentrates on preparing performers. The College of Music will be able to move with greater agility to create innovative courses, curricula, and degree programs, particularly in preparing students for important roles in Tennessee's music and entertainment industry. It is anticipated that establishing the College will lead to increased enrollment and a more holistic and customized experience for students. Elevating the School of Music to a College will also recognize the unique contributions of music faculty. Dr. Jeffrey Pappas, the current Director of the School of Music, will serve as the inaugural Dean of the College of Music.

Howard H. Baker Jr. School of Public Policy and Public Affairs, UTK

Over the past 20 years, the Howard H. Baker Jr. Center for Public Policy (Baker Center) has built high-quality, unique, and interdisciplinary initiatives in research, teaching, and public engagement focused on providing critical insights on domestic and international challenges. Establishing the Howard H. Baker Jr. School of Public Policy and Public Affairs (Baker School) will leverage the existing activities and resources of the Baker Center and create the first and only school of public policy and public affairs at any public university in Tennessee. Establishing the Baker School will also move the University closer to its peer and aspirational institutions, many of which already have such units. UTK plans to relocate its current bachelor's and master's degree programs in Public Policy and Public Administration to the Baker School. The Baker School will also serve as the home for the Institute of American Civics. Dr. Marianne Wanamaker, current Director of the Baker Center, will serve as the first Dean of the Baker School.

College of Emerging and Collaborative Studies

The College of Emerging and Collaborative Studies (CECS) will be an incubator and home for new degree programs drawn from multiple colleges and disciplines, while also responding to changes in fields of inquiry and emerging workforce opportunities. CECS students will be able to customize their curriculum and degrees and will provide a space for faculty from different disciplines to collaborate on innovative research and teaching

strategies. It will offer nonconventional educational experiences to students, which will contribute to the diversity of the student body and nurture cross-disciplinary collaboration in developing new courses and curricula to meet workforce needs. Dr. Ozlem Kilic, Interim Vice Provost for Academic Affairs, will serve as founding Dean of CECS.

Upon recommendation of Committee Chair Woodson, the Committee considered the three Proposed New Academic Units as one action. Upon motion duly made and seconded, the Committee approved a recommendation that the Board of Trustees adopt the Resolutions establishing the following new academic units: (i) College of Music, UTK; (ii) Howard H. Baker Jr. School of Public Policy and Public Affairs, UTK; and (iii) College of Emerging and Collaborative Studies, UTK (as presented in Tabs 2.1 - 2.3).

Consent Agenda

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

Other Business and Adjournment

At the request of Committee Chair Woodson, Dr. Savarese provided an update on the recent campus survey conducted by Gallup. The survey was developed in response to legislation passed in 2022 that requires all public Tennessee institutions of higher education to conduct a survey regarding diversity of thought and free expression on campus. The survey was released to all campus constituents on January 23, 2023. Approximately 15,000 members of the campus community participated in the survey (a response rate of 23%). The survey responses are being analyzed and will be shared when completed.

Committee Chairperson Woodson called the attention of the Committee members to the information items provided in the meeting materials, including a report on the "Support of Student Basic Needs" and additional data related to faculty annual performance and planning reviews and tenured faculty requirements.

With no further business to come before the Committee, 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 (October 28, 2022)
- Approval of Academic Program Modifications:
 - Changing the Degree Designation of an Existing Program, Bachelor of Arts in Arts, UTM
 - CIP Code Change for Mechatronics Engineering Technology, Bachelor of Applied Science, UTC

Attachments

Copies of the following materials were shown or distributed at the meeting and are filed with the official minutes of this meeting.

- PowerPoint Presentation: Grow Your Own
- Handouts:
 - Tennessee Public High School Graduate Trends (February 23-24, 2023)
 - UT System Admit Rates, Yield Rates & Retention Rates (February 23-24, 2023)
 - UT System Student Success Indicators (October 27-28, 2022)